



Marine Corps University

Lejeune Leadership Institute Program Catalog

2012



Lejeune Leadership Institute Program Catalog Index



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Chapter 1: History and Mission of the Lejeune Leadership Institute



History of the Lejeune Leadership Institute:

The Lejeune Leadership Institute is currently located within Marine Corps University at 2076 South Street, Quantico, Virginia. Standard working hours are from 0730 – 1630 daily, Monday through Friday.

The President, Marine Corps University (MCU) established the Professional Development Division (ProDevDiv) on 14 Sep 2006, with the proposed mission of conducting research, curriculum development and practical support to MCU in the areas of Professional Core Competency Enhancement, Leadership and Command, and Moral Development.

The efforts of the division will serve to consolidate leadership education functions under a single director, in order to form a body that examines leader development and integrate efforts to alleviate education and training redundancy throughout the Marine Corps.

On 14 Sep 2006, the Senior Leader Development Program, Commanders' Program and the Marine Corps Professional Reading Program were placed under the ProDevDiv for consolidation of resources and efforts.

In November, 2005 the President, MCU established the Lejeune Leadership Institute (LLI) with the mission to advance the study and practice of leadership excellence throughout the Marine Corps, focusing on leader development founded upon our core values. On 23 December 2007, ProDevDiv was merged with LLI and the name changed to better reflect the organizations overall focus on studies of excellence in leadership. LLI is MCU's lead organization to shape and coordinate leader development initiatives.

Mission of the Lejeune Leadership Institute:

The Lejeune Leadership Institute is organized to advance the study and practice of leadership excellence within the Marine Corps University by focusing on leader development founded upon Marine Corps' Core Values for Marines and civilian Marines. To achieve this, the Lejeune Leadership Institute develops and publishes doctrine, concepts, and policies with associated learning products for Marines, organizes leadership conferences and workshops, and provides ethics, moral development, and law of war instruction to the colleges and schools within Marine Corps University and the operating forces in the Marine Corps.

The Lejeune Leadership Institute is structured to meet its mission by forming a team of experienced scholars, practitioners, and subject matter experts in the fields of leadership, ethics, education and curriculum management. The Lejeune Leadership Institute is composed of five branches that constitute a collective team effort to meet mission requirements.

Overview of the Lejeune Leadership Institute:

- The Lejeune Leadership Institute was established in November of 2005 by the President, Marine Corps University.
- The Institute's mission is to advance the study and practice of leadership excellence throughout the Marine Corps, focusing on leader development founded upon our core values.
- Integration of leadership development efforts at MCU schools. LLI is MCU's lead organization to shape and coordinate leader development initiatives.
 - Research of issues related to leader development. LLI will pursue and capitalize on emerging methods of leader development that fully embrace General Lejeune's vision for Marine Leaders.
 - Facilitate scholarship on leadership issues by publishing original materials for the education of Marines.
 - Create networks for the discussion of leadership among schools, training facilities, and fleet Marines.
 - Conduct periodic conferences of appropriate scale to bring educators, trainers, and fleet Marines together to invigorate and add timeliness to leader development efforts.

LLI does not seek redefinition of leadership practices in the Corps. Instead, LLI will enable coherent, progressive leader development efforts that span the length of the individual Marine's service.



Chapter 2: Lejeune Leadership Institute Branches, Missions and Programs



General Overview:

The Lejeune Leadership Institute is task organized into five separate branches and constitutes a collective team effort to meet mission requirements.

Educational Support Branch

The education support branch provides administrative, fiscal, logistical, and software applications support to the institute.

- Responsible for coordinating, establishing and implementing budgets to support all activities for the institute. This includes initiating supporting staff actions for annual budgets, strategic plans, travel authorizations and claims, and other recurring financial reports, staff actions and products.
- Coordinate all publication and distribution of materials with the Document Automation and Production Service (DAPS) and branch heads.
- Responsible for duties as the institute's contractor's officer's representative (COR).
- Responsible for coordinating, writing and publishing the annual command chronology.
- Provide Blackboard and Marine Net support to the institute.

Doctrine Branch

The doctrine branch researches, formulates, modifies and produces as directed military and civilian leadership, ethics, and law of war doctrinal concepts, policies and doctrinal publications for adoption Marine Corps wide.

- Review, design, develop, implement, evaluate and maintain doctrine documents with associated policies and concepts.
- Construct learning products that explain and assist Marines in understanding and applying Marine Corps core values.
- Comply with the formal doctrine approval process through MCCDC by coordinating research and development of leadership doctrine and associated policies and concepts with internal and external stakeholders and agencies.
- Participate in conferences, seminars, meetings and associated activities that address leadership concepts, policies and doctrine as part of professional development and situational awareness.

- Represent the Director, Lejeune Leadership Institute at selected conferences, professional panels, symposia, research summits and associated activities related to leadership. Such venues should involve discourse with senior leaders of organizations as diverse as local and state police departments, fire departments, agencies of the federal and international governments and military organizations.

Ethics Branch

The ethics branch advances the study and practice of ethics and law of war instruction throughout the Marine Corps while providing focused instruction to Marine Corps University resident colleges, schools and programs. The branch consists of a professor of ethics, a judge advocate, and a chaplain.

- The Ethics Branch ensures that topics in ethics, law, and legal matters are incorporated into curricula, publications, and training throughout the Marine Corps in order to encourage Marines to critically analyze decision making, legal policies, and procedures at the tactical, operational and strategic levels of war. This enables Marines to make informed and timely decisions that comply with the law of war, and help advance mission accomplishment. This is accomplished primarily through the development and presentation of curricula to the institutions and programs within Marine Corps University, but is also accomplished through presentations to groups at various locations away from the University.
- The Ethics Branch provides hundreds of hours of instruction in law, ethics, spirituality and military operations to students at Marine Corps University attending the Expeditionary Warfare School, Command and Staff College, School of Advanced Warfighting, Marine Corps War College, the Enlisted Professional Military Education program, the Commanders' Program, and Senior Enlisted Courses. Students are engaged in complex and often difficult discussions through an innovative audience response system that forces leaders to consider the complicated issues surrounding the intersection of law and ethical decision making on the battlefield and beyond. Through student analysis and discussion of case studies and exercise scenarios, such as Rwanda in 1994, the My Lai massacre during the Vietnam War, and various fictional scenarios, individuals critically analyze legal policies and procedures at the tactical, operational, and strategic levels of war. This has allowed the Ethics Branch to transform the average ethics and law of war brief into a true intellectual dialogue between colleagues.
- The Ethics Branch assists with instruction by providing subject matter expertise for topical presentations and faculty development, and by arranging for visits by guest speakers who speak to specific issues examined by individual classes. It is also developing an Ethical Leadership Speaker series in which guest speakers are invited to speak to interested students of Marine Corps University on ethical leadership topics. Past speakers have focused on situations and issues that have contributed to past ethical dilemmas. The intent of the Ethics Branch is to invite future speakers who will broaden the discussion to include the impact of leadership upon military families, which can affect a service member's ability to accomplish the mission; the impact of ethical decisions upon an individual's career; and the broadening ripple effect that unethical decisions can have upon not only the mission, but also national policy.

- The Ethics Branch is a resource to students and scholars of military ethics inside and outside Marine Corps University. In addition to mentoring students within the University on projects and studies, the members of the Ethics Branch have also served as a mentoring resource to students from The Basic School (located aboard Marine Corps Base Quantico) and students from other Department of Defense schools. Through the Occupational Field Expansion Course, the judge advocate member of the team arranges for other judge advocates attending Marine Corps University to attend various symposia, visit the Court of Appeals for the Armed Forces, the Brookings Institute, the International Committee of the Red Cross, and meet with the Judge Advocate Division at Headquarters Marine Corps in order to broaden their professional horizons and better equip them for ethical questions they may have to address in their professional duties.
- Outside the classroom, the Ethics Branch periodically reviews and assesses the relevancy and accuracy of current programs and materials that address professional military ethics and moral development, and ensures they are compliant with appropriate directives. It also assists with the development of law of war curricula in conjunction with the Operational Law Branch (JAO), Judge Advocate Division, HQMC, and the Staff Judge Advocate, TECOM. Advanced ethics instruction for military chaplains has been made available, as well as arrangements for educational visits to the U.S. Holocaust museum for tours and discussions on the role of military chaplains in ethical dilemmas.
- The Ethics Branch represents the Director of Lejeune Leadership Institute at national and international conferences, professional panels, symposia, research summits and other formal events related to professional military ethics, moral development, and law of war. Such conferences and symposia have included participation in activities at Virginia Military Institute, National Defense University, presentations focusing on forthcoming orders addressing the Law of Armed Conflict for all of the Department of Defense, symposia of the International Society for Military Ethics, and activities at Stockdale Center for Ethical Leadership at the United States Naval Academy. Engaging with outside institutions add to the skill sets and knowledge base of the Ethics Branch.
- The Ethics Branch has begun an extensive outreach program promoting an awareness of ethics and law of war training in the Marine Corps. It has partnered with the Emory University Law School International Humanitarian Law Clinic, the International Committee of the Red Cross, the Brookings Institute, and the Defense Institute of International Legal Studies. In cooperative efforts with them, the Ethics Branch has provided presentations, panel members and academic input for consideration regarding the pressing ethical and legal issues of the day.
- Other cooperative efforts include work with the American Bar Association in the search for Marine Corps contributors to their book How Law Shapes U.S. War On Terror: A report ten years after 9/11, and contacts with the Mind Fitness Institute to explore the psychological aspects of ethical leadership and the role of emotions and stress in ethical decision making.
- The Ethics Branch is currently editing a book with contributions from both the military and academic community entitled “Aspects of Leadership. Ethics, Law and Spirituality” scheduled for publishing in AY 2011-2012. Nineteen authors will provide chapters addressing military ethical issues to broaden the military ethics discussion.

- Inquiries to which the Ethics Branch has responded have come from: leadership within the Office of Homeland Security concerning ethics materials; the Regional College of Continuing Education concerning ethical instruction; Combat Logistics Battalion 6, 2d Marine Logistics Group; and inquiries from the Army Staff and Command College regarding, “Leadership Ethics Law of War Discussion Guide for Marines”. Many inquiries come after a visit to the Ethics Branch web page, which includes a growing reading list for personal study.
- The Ethics Branch is also available to any command or agency within the Marine Corps for visits to their location to accomplish instruction such as any that is described here. The Ethics Branch has developed and is refining an “Ethical Road Show” similar to the instruction presented to students at Marine Corps University. The Ethics Branch can coordinate times, locations, etc, with the group requesting instruction. Contact the Branch Head of the Ethics Branch at (703) 432-4832 for more information. These visits can assist commands to complete mandatory instruction in ways that will leave lasting impact upon Marines and reduce the chance of ethical misconduct in theaters of combat or in garrison.
- Dedicated to its mission, the ethics branch is committed to ensuring that all Marines make informed and timely decisions that comply with the law of war and advance mission accomplishment.

Civilian Leader Development Program Branch

The civilian leadership branch provides educational developmental opportunities for civilian leadership in keeping with Marine Corps core values.

- Define, build, deliver, and review the curriculum to ensure learning construct meets students’ ability to achieve learning outcomes that meet established leadership competencies for civilian leaders.
- Develop and implement faculty development program with appropriate policies and products.
- Determine the locations and intervals in which courses are to be provided for participation.
- Provide instruction and guidance for student support.
- Write education policies on civilian leadership development per DOD, and DON guidance.

Professional Programs Branch

The professional programs branch provides PME opportunities to General Officers and Senior Executive Service members; PME to selected Marine commanders’ and their spouses’ at the semi-annual Commanders’ Program and concurrent Spouses’ Workshop; and provides selected topic specific content to targeted audiences at the annual Russell Leadership Conference in order to garner feedback for consideration. Additionally, the professional programs branch provides expanded PME opportunities via the Marine Corps Professional Reading Program.

Senior Leader Development Program (SLDP)

- Provide a full range of administrative and technical duties including relationships with external organizations such as the General Officer Management Office and the schools that provide SLDP courses. Regular interface with senior military and civilian leaders is anticipated.
- Provide oversight & planning guidance for all budget issues pertaining to SLDP and coordinate with Support Branch for all budget requests, financial plan execution, and obligation rates.

Commanders' Program (CP)

- Responsible for managing the Commanders' Program to include maintaining working relationships with all major staff functions within Headquarters, Marine Corps.
- Identify and coordinate all requirements to include attendees, speakers, support equipment, location, and materials.
- Plan, schedule, budget, and coordinate resource requirements with Support Branch.
- Serve as host for the program.

Spouses' Workshop (SW)

- Responsible for supporting and monitoring the Spouses' Workshop. These duties include identifying from the operating forces and supporting establishment of the Marine Corps for issues critical to military families and then work closely with agencies and organizations to address needs.
- Plan, schedule, budget, and coordinate resource requirements with Support Branch.

Professional Reading Program (PRP)

- Responsible for managing and scheduling the revision of the reading lists.
- Coordinate revision process by forming a formal review panel from within and outside of MCU that includes access to books.
- Provide book reviews of all PRP books that consist of review guides for small unit leaders to organize and lead discussions on the books' principal message.

Russell Leadership Conference (RLC)

- With the Director, determine conference themes and scope of the annual conference.
- Plan, schedule, budget, and coordinate resource requirements with Support Branch.
- Serve as host for the conference.



Chapter 3: Civilian Leader Development Program



Goals of the Civilian Leader Development Program:

The goal of the Civilian Leader Development Program (CLDP) is to enhance the leadership skills and competencies of all civilian employees, from entry level to senior executive. The framework is designed to give employees the opportunity to acquire leadership competencies at the appropriate level of the continuum. Although employees have the opportunity to compete for formal training, the leadership development model encourages employees to acquire the competencies through learning activities other than the classroom.

The cornerstone for CLDP is mentoring, training and developmental assignments. Each CLDP participant is required to have a mentor and an Individual Development Plan (IDP).

History of the Civilian Career and Leadership Development:

The Under Secretary of the Navy directed the establishment of a DON Civilian Leadership initiative in November of 1994, and by August of 1995, the Office of the Secretary of Navy issued SECNAV INSTRUCTION 12410.24 establishing the framework for Civilian Career and Leadership Development (CCLD).

On 26 June 1997, the Commandant of the Marine Corps issued Marine Corps Order 12410.24 to establish the framework for CCLD for the United States Marine Corps. In November 2009, the Department of Defense established a new framework for Growing Civilian Leaders in DOD Instruction 1430.16.

Civilian Career and Leadership Development References:

DOD 1430.16, Growing Civilian Leaders

<http://www.dtic.mil/whs/directives/corres/pdf/143016p.pdf>

SECNAVINST 12410.24

<http://www.usa-federal-forms.com/usa-fedforms-dod-secnavinst/dod-secnavinst-12410-24-nonfillable.pdf>

MCO 12410.24 CIVILIAN LEADERSHIP DEVELOPMENT

<http://www.marines.mil/news/publications/Documents/MCO%2012410.24.pdf>

Benefits of the Civilian Career and Leadership Development:

As a CCLD participant, you will be offered training, education and development opportunities to expand your knowledge and demonstrate your capabilities. You may have an opportunity to work on advanced tasks and projects, allowing you more visibility in your organization. You will select a mentor, who will provide you guidance with your career development, and share with you what did and did not work toward their success in the organization. You will develop a network of contacts throughout the organization. Participating in CCLD is an opportunity for personal growth and career enhancement.

Enrolling in Civilian Career and Leadership Development:

The CCLD Program Administrator will provide the proper orientation and documents to get you started in Civilian Leadership Development and assist in planning training and developmental activities.

The Civilian Career and Leadership Development Process:

1. **Contact your local CCLD Administrator (CCLDA)**, via e-mail, with your request to join. The CCLDA will send you an application to join.
2. **Attend a new CCLD Participant class**
3. **Complete Civilian Leadership Improvement Tool (CLIMB) 180 Assessment.** Both your supervisor and you will take the Civilian Leader Improvement Battery (CLIMB)_180 assessment. The CLIMB is a web-based competency-oriented self-assessment tool that will allow you and your supervisor to identify leadership strengths and weaknesses. CLIMB is a two-part assessment that includes both a Personal Characteristics Assessment and a 180 degree Self-Supervisor Assessment. Upon completion of the assessment, which will take no longer than an hour, you will receive narrative feedback and recommendation on competencies needed for improvement in obtaining the leadership skills in which you may need to develop. By completing a 180 degree self-assessment you will receive feedback on your strengths and areas for improvement. You can then use the results of this individualized assessment to find development activities in the areas in which you need improvement.
4. **Select a Mentor.** A mentor is a person who oversees the career and development of another, usually junior, person. A mentor helps the employee clarify career goals, and to develop and execute an Individual Development Plan (IDP). A mentor helps the employee transition from the relatively narrow focus of technical work to the more complex field of management and leadership. Through this transition, the mentor provides a role model for success. Your CCLDA can provide a list of available mentors and assist in matching a mentor to meet your needs.

Important considerations to make when selecting a mentor:

- What are your career goals and needs?
- Does the mentor have knowledge and experience in related areas?
- Is the mentor at the right level of the organization (at least one pay grade higher)
- Is the mentor a good role model?
- Will the mentor be available for uninterrupted, quality meetings?
- Will you feel comfortable talking with the mentor honestly; do you trust him/her?
- Will the mentor give you honest feedback about yourself and your developmental needs?

5. Develop an Individual Leadership Development Plan (ILDP). Once you receive your CLIMB 180 Assessment report, forward a copy of the report to your mentor and set up a time to meet with him/her to develop your ILDP. Based on the strengths and weaknesses identified in the CLIMB report, you and your mentor will create your ILDP by identifying different developmental activities to improve the leadership competencies identified as weaknesses. The development plan must focus on acquiring knowledge and training in competencies listed on the DoD Civilian Leader Development Continuum and Framework.

6. Continuous participation. Periodically, participants will assess their own progress within the DoD competencies by obtaining feedback from their co-workers, supervisor or mentor. The feedback enables the participant and their mentor to evaluate the participant's development and decide the next step within the Continuum. Participation in CCLD continues as long as the employee desires and is actively pursuing developmental activities. Since CCLD is self-initiated and self-driven, success depends on the participant's as well as the mentor's commitment.

Training/Development Activities of the Individual Leadership Development Plan:

- Competency-based training
- CCLD activities
- Conducting a brown bag lunch
- Book readings and reports
- On-line training/courses
- Low-cost, no-cost activities
- College Courses
- OPM resident and on-line courses
 - Eastern Development Management Center (EDMC)
 - Western Development Management Center (WDMC)
- Rotational Assignment
- Shadowing Assignment

- Centrally Managed Civilian Leadership Programs
 - Aspiring Leader Program, GS 4-6, equivalent
 - Defense Senior Leader Development Program, GS 14-15
 - Executive Leadership Development Program, GS 12-14
 - Executive Potential Program, GS 13-15
 - FEI: Leadership for a Democratic Society, GS 15 – SES
 - ICAF: Senior Acquisition Course, GS 14-15
 - LEGIS Congressional Fellowship Program, GS 13-15
 - New Leader Program, GS 7-11, equivalent
 - Seminar XXI, GS 14-15

Unlike traditional "check-in-the-box" training that is generic for everyone, CCLD training centers on key "competencies" or skill areas tailored for each participant based on individual developmental needs.

Department of Defense Civilian Leader Development Continuum



1. Continuum. The Civilian Leadership Development (CLD) Continuum is based on the Federal leadership competency model, the Leadership Effectiveness Framework (LEF). The LEF defines the competencies that are important for effective performance at all leadership levels within the Federal Government. The competencies describe both what successful leaders do (e.g., plan and evaluate, solve problems, and make decisions) and the characteristics that enable them to do it – how they do it (e.g., through the use of flexibility and interpersonal skills).

The Department of the Navy and the Marine Corps expanded the LEF by adding additional competencies, customizing the LEF to be more descriptive of civilian leadership standards within the Navy and the Marine Corps. The resulting model is known as the Civilian Leadership Development Continuum depicted below.

Note that the Continuum indicates the leadership level at which the competencies are most important. While some competencies will be emphasized more than others at different times in your career, all are important for successful leadership development.

Leadership Effectiveness Framework

Supervisors	Managers	Executives
Situational Leadership	Innovative Thinking	Strategic Vision
Demonstrate Core Values	Program Development/Planning & Evaluation	External Awareness
Managing Diverse Workforce	Model/Reinforce Core Values	Organizational Representation & Liaison
Coaching/Counseling	Resource Management	Joint Service Perspective
Conflict Management	Technology Management	
Change Management	Process Oversight Management	
Team Building	Mentoring	
Influencing/Negotiating	Presentation/Marketing Skills	
Human Resource Management	Risk Management	

Foundation Competencies

Supervisors	Managers	Executives
Oral Communication	Interpersonal/Team Skills	Flexibility
Written Communication	Self-direction	Decisiveness
Problem Solving	Quality Principles	Technical Competence
DON Mission/Organization Awareness	Core Values	Diversity Awareness
	Orientation	

2. DoD Civilian Leader Development Framework.

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions	Enterprise-Wide Perspective
This core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this competency is the ability to establish an organizational vision and to implement it in a continuously changing and highly ambiguous environment. Balances change with continuity and addresses resistance.	This core competency involves the ability to lead and inspire a multi-sector group [not only employees (civilian and military), but also other government agency personnel at the Federal, State, and local levels, as well as contractors and grantees] toward meeting the organization's vision, mission, and goals. Inherent to this competency is the ability to provide an inclusive workplace that fosters the motivation and development of others, facilitates effective delegation, empowerment, personal sacrifice, and risk for the good of the mission, as well as trust, confidence, cooperation and teamwork, and supports constructive resolution of conflicts.	This core competency involves the ability to meet organizational goals and customer expectations. Inherent to this competency is stewardship of resources, the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.	This core competency involves the ability to manage human, financial, and information resources strategically. Inherent to this competency is the ability to devise solutions with an understanding of how to impact business results by making connections between actions and/or performance and organization goals and results, as well as external pressure points.	This core competency involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.	This core competency involves a broad point of view of the DoD mission and an understanding of individual or organizational responsibilities in relation to the larger DoD strategic priorities. The perspective is shaped by experience and education and characterized by a strategic, top-level focus on broad requirements, joint experiences, fusion of information, collaboration and vertical and horizontal integration of information.

Competencies

Creativity and Innovation External Awareness Strategic Thinking Vision Flexibility Resilience	Conflict Management Leveraging Diversity Developing Others Team Building	Accountability Decisiveness Entrepreneurship Customer Service Problem Solving Technical Credibility	Financial Management Human Capital Management Technology Management Computer Literacy	Political Savvy Influencing/Negotiating Partnering	Joint Perspective - Mission Orientation - DoD Mission and Culture - DoD Corporate Perspective - National Defense Integration - Global Perspective National Security - National Security Foundation - National Security Environment - National Security Strategy
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Fundamental Competencies

These competencies are the foundation for success in each of the core competencies.	<ul style="list-style-type: none"> • Interpersonal Skills • Integrity/Honesty 	<ul style="list-style-type: none"> • Written Communication • Oral Communication 	<ul style="list-style-type: none"> • Continual Learning • Public Service Motivation
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3. Leadership Planning. Career and leadership development requires a commitment by the employee in preparing a realistic and focused individual development plan, as well as support and "buy in" by civilian and military supervisors at all levels to help achieve the plan goals.

The Civilian Career and Leadership Development Program (CCLD) will ultimately provide Civilian Marines with career maps, access to mentors, access to competitive and non-competitive training and developmental opportunities, thereby giving Civilian Marines increased opportunities for career growth. To take advantage of these opportunities, consider the following steps:

- Research prerequisite knowledge, skills and abilities of the job you aspire to.
 - Determine the gap between the competencies you already possess and the requirements of your target job through a skills inventory/assessment.
 - Acquire a mentor.
 - Discuss and establish an individual plan with your mentor and supervisor. Consider non-classroom training activities. Compete for training opportunities, including rotational assignments. Don't overlook taking web-based courses, which are available at no cost from the USMC Distance Learning and Navy's E-Learning programs.
 - Review progress at least semi-annually.
4. Training. Each Marine Corps community has core training courses as well as general leadership and personal development courses. Civilian Marines are able to take advantage of training conducted by the Marine Corps, the Department of the Navy, Department of Defense and a variety of Federal agencies. E-learning, correspondence courses, and courses offered by civilian institutions are also available. Training is the foundation of development. Our investment in time and money for our employees will pay big dividends in the future.
5. Mentoring. Mentoring programs pair new workers with experienced and successful leaders, usually within their own specialty. The idea is to interact with a personal career advisor and to obtain knowledgeable advice on training, developmental assignments, and self-improvement activities. It can be a very effective tool for developing leaders, and offers an opportunity for mentors and employees to expand their leadership, interpersonal, and technical skills.
6. Experience. As employees progress in their careers, they need to focus on the right job at the right time to enhance their value as Civilian Marines. Rotational or developmental assignments in other functional areas or at other installations or headquarters are encouraged.
7. Centrally Managed Civilian Leadership Courses. The following listed programs are offered through the Civilian Leadership Development Program:

Aspiring Leader Program

Are you a motivated self-starter? Does your career plan include working effectively with teams and demonstrating your leadership capabilities? If your answer is yes, then the Aspiring Leader Program was created just for you. Under the direction of the Graduate School's Center for Leadership and Management, the Aspiring Leader Program prepares federal employees at the GS 5-7 levels for positions as team leaders, supervisors, and managers. The program strengthens basic competencies and managerial skills such as:

- Oral and Written Communication
- Interpersonal Skills
- Self-Direction
- Customer Service
- Flexibility
- Leadership Skills
- Problem Solving
- Decisiveness

The program provides two main benefits:

- Participants acquire the skills they need to work well in a team environment; and
- Organizations acquire team-oriented, self-directed staff members.

The Aspiring Leader Program is a three-month program structured around three, five-day seminars. Classroom learning and self-study assignments allow you to tailor the program to specifically fit your developmental needs. In addition, the program contains several developmental work assignments to be completed outside the classroom.

Because teamwork is critical to good management, you are also assigned to a Leadership Development Team during your residential sessions. These teams strengthen leadership and interpersonal skills, stimulate commitment to personal development and provide a forum for exploring and addressing current issues facing supervisors and managers in the federal workplace. Each team will prepare and deliver a one- hour presentation on a management-related topic for their class.

Core Classroom Curriculum

The Aspiring Leader Program's classroom curriculum is divided into three five-day seminars located in the Washington, D.C. metropolitan area. Additional details for each session follow:

WEEK 1: Orientation and Skill Building. This session focuses on:

- Individual Development Needs
- Self-Direction
- Team Building
- Foundations of Leadership

- Customer Service
- Professional development and Workplace Etiquette
- Interpersonal Skills

You are assigned to Leadership Development Teams and begin working on team presentations. In addition, program requirements, policies, expectations and opportunities are outlined.

WEEK 2: Team Presentations, Closeout and Graduation. In this session, emphasis is placed on:

- Oral Communication
- Public Service Motivation
- Managing Transitions
- Transferring Skills to the Workplace
- Career Strategies

Teams deliver presentations. Participants, supervisors, managers, program coordinators, team advisors and mentors attend a graduation ceremony and luncheon.

Other Program Components

Assessment. In order to help customize the program to fit individual needs, you complete the DISC (Dominance, Influence, Steadiness and Conscientiousness) leadership assessment.

Action Plan. You will create an Action Plan for developmental assignments and independent study activities. This plan acts as the blueprint for your developmental program. You are also required to prepare a plan for continuous development once you have completed the program. The Aspiring Leader Program director will counsel you on plan design. You must coordinate plan preparation with your first-line supervisor and agency program coordinator to ensure appropriate support.

Management Reading. In order to broaden knowledge of the management field and strengthen analytical skills, you will read and write a review of two books on management issues.

Management Interviews. You must interview a minimum of two federal managers at the GS 11-13 levels. These interviews will provide an additional opportunity for you to have visibility at the management level and gain critical information for long-term career planning and development.

Shadowing Assignments. In addition to the two one-week sessions, the program includes a one-week "shadowing" assignment of a federal manager at the GS 11-13 levels. You will observe a manager outside of your current office in action, focusing on his/her management style and interaction with employees.

Learning Team Activities. You are assigned to learning teams during the orientation session. Each team will explore a program-related issue and make a one-hour team presentation of this issue during the final week of the program. This activity is designed to strengthen leadership and interpersonal skills, stimulate commitment to personal development, value and increase the understanding of diversity and provide a forum to explore current issues facing leaders in the federal workplace.

Course Location: Graduate School, USA.

Aspiring Leader Program
Center for Leadership and Management
Graduate School
600 Maryland Avenue, SW, Suite 330
Washington, DC 20024-2520
Phone: (202) 314-3580

Web address: <http://graduateschool.edu>

Length of Program: 2 months.

Grade level: GS 5-7

Supported Competencies: Individual Development Needs, Self-direction, Problem Solving, Interpersonal/Team Skills, and Presentation Skills.

Defense Senior Leadership Development Program

The Defense Senior Leader Development Program (DSLDP) is the premier civilian leader development program for the Department of Defense. DSLDP institutes a competency-based approach to the deliberate development of senior civilian leaders with the Enterprise-wide Perspective needed to lead organizations and programs, and achieve results in the Joint, interagency, and multi-national environments. Created in response to our changing environment, DSLDP is the successor program to the Defense Leadership and Management Program (DLAMP), which is to sunset at the end of Fiscal Year 2010.

Mission: To provide structured learning opportunities to enable the deliberate development of a diverse cadre of senior civilian leaders with the Enterprise-wide Perspective and competencies needed to lead organizations, programs and people and achieve results in the Joint, interagency, and multi-national environments.

Course Location:

Civilian Personnel Management Service (CPMS)
Leader & Professional Development Division
Defense Senior Leader Development Program (DSLDP)
1400 Key Boulevard, Suite B-200
Arlington, VA 22209-5144

Commercial Phone: (703) 696-9622/9613
Commercial Fax: (703) 696-9581/9525
DSN: 426

Central email: dsldp@cpms.osd.mil
Central phone: (703) 696-9623

Web Address: http://www.cpms.osd.mil/lpdd/DSLDP/DSLDP_Program.aspx

Tuition: DoD Funded

Length of Program: 4 or 5 two week courses at National Defense University in National Security & Leadership; 10 month PME; some graduate courses.

Grade level: GS 14-15 (or equivalent)

Supported Competencies: Interpersonal Skills, Integrity/Honesty, Written Communication, Oral Communication, Continual Learning, Public Service, Motivation, Leading People, Leading Change, Results Driven, Business Acumen, Building Coalitions, and Enterprise-wide Perspective.

DSLDP:

- Supports DoD Directive 1403.03 expectation: “SES career executives...shall exhibit enterprise-spanning perspective...”
- Aligns with official DoD Civilian Leader Development Framework, Continuum and Competencies
- PDUSD(P&R) and DUSD/CPP: DSLDP graduates will be “highly competitive for future executive-level positions”
- Endorsed by Deputy Secretary Lynn as the premier program for developing senior civilian leaders
- Supports the new DoD Instruction 1430.16, “Growing Civilian Leaders”

Aligned with 21st Century SES initiatives, workforce planning and competency-based imperatives

Will synchronize with emerging National Security Professional development initiatives

Nomination and Selection:

Eligibility:

- Permanent, full-time DoD civilian
- GS-14/15 or equivalent
- Baccalaureate degree as required for admission to PME
- Minimum of one year supervisory experience
- Minimum standard for proficiency of ECQ competencies

Component nominations due to DSLDP Program Office by September

Rigorous DoD level selection process – ECQ-based

- Assessment center
- Selection Board

PDUSD (P&R) ratifies participants based on executive- level Selection Board recommendation

Ratified participants notified in December

Assessment Center:

- 1 day for each nominee endorsed by Component
- Aligned with OPM ECQs; validated and merit-based
- Contractor run
- Centrally administered to all nominees in October
- Interactive; simulates a day in the life of a leader
- Results evaluated by trained assessors
- Results considered by Board in selection

Competency results provided to nominees; drives Individual Development Plans for those selected

Professional Military Education (PME).

Senior-level, certified Joint PME

Most participants will attend PME

- 10-month program, in residence at a PME School
- Different Component or NDU
- Attendance in the upcoming academic year
- Foundation national security course must be taken before PME

Slating (primary and alternate) finalized in December

If participants have already completed senior-level PME more than five years ago, they will complete a PME refresher program

Participants will also take the on-line National Security Professional training, if not already completed

Defense Focused Leadership Seminars.

A series of 4 seminars as a cohort, emphasizing Enterprise-wide Perspective

- 1st Seminar: Joint Leadership (March of Year 1)
- 2nd Seminar: Interagency Leadership (May of Year 1)
- 3rd Seminar: Multinational Leadership (July of Year 2)
- 4th Seminar: Capstone (October of Year 2)

Facilitates application of joint leadership competencies and experiential learning with a Defense focus

Content built around a framework of public policy, public/business administration and international relations; content developed with DoD SMEs

Participants interact with executive sponsor on hot topic

Continual learning – before, during and between seminars

Individual Development.

Development tailored to meet individual needs

- Competency gaps identified by assessment center process/senior advisors/Component recommendations
- An enterprise-spanning experiential activity is required (options include: developmental assignment, action learning team project, joint task force, new enterprise-focused position)
- Collaboration between Components and DSLDP Program Office
- Participants will work with a trained executive coach throughout program

Documented in Individual Development Plan (IDP)

Talent Development Executives recommend activities

Talent Development Executives, Supervisors, DSLDP PMO, and Components approve participant's IDP

Participants are expected to have a senior mentor

Progress Reviews.

- Two formal reviews with assigned Talent Development Executives
- Component Representatives, DSLDP PMO, and Supervisors are also involved
- Honest feedback
- Ensure adequate progress through program
- Discuss exit strategies, if needed

Completion and Graduation.

Completion Standards:

Completion of all cohort seminars, PME, and all activities on approved IDP

Targeted completion: 2 years

Readiness determined by Talent Development Executives

- Participants submit an application for completion
- Structured interview focusing mainly on Enterprise-wide Perspective
- Learning Portfolio documenting participant's program journey
- Additive assessment tool(s) focusing on other IDP objectives
- Ensure graduates meet or exceed targeted proficiency levels per DoD Civilian Leader Development Framework

Graduation:

Certificate indicates proficiency necessary for enterprise leadership

Collaboration.

DSLDP involves interactions between each participant and:

- Component
- Supervisor
- DSLDP Program Management Office
- Assigned Talent Development Executives
- Assigned Executive Coach
- Mentor
- Slated PME School faculty
- Seminar Faculty & Executive Sponsors
- DoD Enterprise Organizations
- Fellow DSLDP cohort members
- Other DSLDP Participants

Executive Leadership Development Program

The Executive Leadership Development Program (ELDP) provides participants with an extensive exposure to the roles and mission of the entire Department.

Participants of ELDP graduate from the program with an increased understanding and appreciation for today's warfighters. Warfighters speak of being at the "tip of the spear" - ELDP provides those experiences. The program was established in 1985 with the approval of the Secretary of Defense and has continued over the years to train the Department's future leaders to recognize and respond to the issues facing DoD. During the course of the ten months of training, participants will travel to a variety of locations both in the United States and overseas, to train with the warfighter. Through intense, hands-on field experience, participants experience firsthand the many challenges that our Components face in carrying out the mission of the Department.

ELDP is not for everyone. It is both mentally and physically challenging. It is designed for high potential individuals who have the desire to progress into senior leadership roles in the Department.

Length of Program: 12 months (10 weeks away from desk).

Grade level: GS 12-14 (or equivalent)

Supported Competencies: Team Building, Problem solving, Decision-making, External Awareness, Organizational Representation & Liaison, and Joint Service Perspective.

Eligibility and Evaluation Criteria.

ELDP is an aggressive hands-on training immersion program designed to expose the Department's future leaders to the joint and interagency perspective. It provides hands-on training in the field with our warfighters, giving the participants of the program an appreciation for the challenges that our warfighters face on a daily basis in support of carrying out the mission of the Department. Participation in ELDP requires a significant commitment by both the applicant and their nominating Component. During the course of a typical 10-month training cycle an ELDP participant can expect to travel and participate in training deployments for at least a week to 12 days out of each month.

Applying for a physically demanding leadership development program, such as ELDP, is an important step. It is not intended for everyone. Events during the program require participants to work long hours when deployed, travel on weekends, adjust to rapidly changing conditions and situations, climb three-story nautical ladders, jump from airborne training towers, fly in tactically configured military aircraft, and participate in rigorous physical fitness activities that include but are not limited to running or walking a mile in 12 minutes or less, doing push-ups, sit-ups, pull-ups and participating in an organized physical fitness regimen. Extraordinary dietary requirements or unique/specialized medical care may not be available while traveling overseas or working at training sites. These conditions should be considered when applying for ELDP.

Eligibility Criteria.

- A civilian ELDP applicant must be a permanent, full-time civilian employee of the Department of Defense, who occupies, on a permanent basis, a position at or equivalent to GS-12-14.
- Under the National Security Personnel System, an eligible employee is in a Professional/Analytical pay schedule at the senior journey (within pay band 2) or expert (pay band 3) level, or in pay band 2 of a Supervisor/Manager pay schedule. You may be asked to provide a detailed description of your assigned duties and responsibilities to document your eligibility for this program.
- Employees in other pay banding systems or on grade retention should seek assistance from their personnel advisor.
- An active duty military applicant is eligible in grades O-3 (promotable) or O-4.
- All applicants must have a baccalaureate degree from an accredited college or university, or have comparable experience and training.
- All applicants must have a Secret security clearance, or be able to obtain one prior to start of class.

Evaluation Criteria.

Each Component will establish a procedure to consider each applicant's qualifications and potential for higher level leadership positions in the Department of Defense. Selection criteria for participation in ELDP will include:

- Depth and breadth of experience in one or more of the functional areas in which DoD employs leaders.
- Possession of the following competencies:
 - Team building - Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
 - Accountability - Holds self and others accountable for measurable high quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
 - Decisiveness - Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.
 - Influencing/negotiating - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.
- Supervisory recommendation addressing the applicant's qualifications, leadership potential, and anticipated return on investment.

Additional Considerations.

Generally, the ideal ELDP candidate:

- Is flexible, adaptable and willing to be a member of a cohesive team.
- Has an outstanding performance record and has progressed through positions of increasing responsibility at a faster pace than his/her peers.
- Has experience that has demonstrated strong potential for higher level leadership positions, which includes the competence, confidence, and motivation to be a bold and innovative leader in the public sector. This includes showing initiative, professional excellence, community involvement, commitment to public service, and integrity.
- Sees value in life-long learning.
- Has succeeded in rigorous programs of formal training and self-development, and assumes responsibility for this learning.
- Has successfully completed Component-sponsored leadership programs and other developmental activities toward attaining career goals.
- Is highly motivated to succeed and is willing to challenge himself/herself to do so.
- Is committed to continued service in DoD and can articulate the anticipated return on investment.

Application Requirements.

Applicants must apply through and be nominated by their Component/agency. Specific guidance is available from the Component/agency points of contact. All applicants are required to furnish a nomination package that includes:

- ELDP application
- Qualification Statement describing how you meet each of the following competencies: team building, accountability, decisiveness and influencing/ negotiating (a separate paragraph for each criterion; two-page total limit),
- Supervisor's recommendation addressing applicant's qualifications, potential for higher level leadership positions, and anticipated return on investment, and
- Additional information as may be required by nominating Component or organization.

Course Location:

Civilian Personnel Management Service (CPMS)
Leader and Professional Development Division
Executive Leadership Development Program (ELDP)
1400 Key Blvd, Suite B-200
Arlington, VA 22209-5144

Commercial Phone: (703) 696-9633
Commercial Fax: (703) 696-9525
DSN: 426

Executive Leadership Program

The Executive Leadership Program is a leadership program focused on leading people through experiential and individual development activities. ELP provides residential developmental work experiences, needs assessment and career planning tailored to the federal environment, providing skills, experiences and exposure to help you move to a higher level.

The core curriculum of the Executive Leadership Program is delivered during four residential seminars with classes based on the U.S. Office of Personnel Management's Leadership Effective Framework (LEF), a model for effective leadership/managerial performance.

Length of Program: 9 months.

Grade Level: GS 11-13 or equivalent.

Supported Competencies: Team Building, Resource Management, Innovative Thinking, Presentation/Marketing Skills, Situational Leadership Program, Development/Planning and Evaluation.

Eligibility Criteria:

- Minimum of 2 years of Federal service
- Recently entered a leadership position or have a high potential for leadership
- Wish to develop, enhance, or improve leadership skills

Webpage: www.graduateschool.edu

Program Curriculum:

- Orientation Session: establishes a working relationship with other participants and program staff. Held at residential training site, the session will outline program requirements, policies, expectations and opportunities.
- Leadership Training Sessions: Two leadership training sessions focus on developing leadership competencies and understanding the art of leadership through innovative classroom instruction, simulations and seminars with best practice leaders from the private and federal sector.
- Graduation Week Activities: During the final week of the program, you participate in the following activities to complete your program experience:
 - Leadership development team briefings – each team will conduct a one-hour briefing based on current leadership or policy issue in the federal government
 - Transitioning workshop – an opportunity for you to review the program year and transition into the next phase of your career
 - Graduation ceremony – agency program coordinators, supervisors, agency officials and guests are invited to celebrate your success

Other Program Components:

- Individual Needs Assessments
- Developmental Work Assignments
- Shadowing Assignment
- Executive Interviews
- Leadership Readings
- Program Impact Paper

Developmental Activities:

- Leadership Development Plan
- Action learning teams
- Project Identification and project planning
- Emphasis on best practices in leadership
- Concentration of the following competencies: Leading Change, Leading People, Managing for Results, building Coalitions/Communication

Learning Activities:

- Three book reports: One self-directed book, one related to team project, one related to developmental competency
- Complete a 60-day developmental assignment within your agency
- GS 13 – Senior Executive Service shadowing assignment (3 days)
- Interview five GS 14s or above (one in the private section and at least one female)

How to Apply:

Individuals should be nominated based on both their leadership/management potential and their motivation to fully participate in and complete all program requirements. To complete ELP, participants will be absent from their position of record for a minimum of three months. Participants must finish all program components. No exceptions will be made. Additional work time will be needed to complete some activities and to meet other requirements that must be accomplished. Please consider these time requirements before submitting a nomination package.

The nomination package must be endorsed through the chain-of-command. Upon chain-of-command approval, Civilian Development Administrators will forward the endorsed nomination packages to the Centrally Managed Civilian Leadership Course Coordinator. Nomination packages are forwarded to:

Executive Leadership Program
Center for Leadership and Management
Graduate School
600 Maryland Avenue, SW, Suite 330
Washington, DC 20024-2520
Phone: (202) 314-3580

Executive Potential Program

The Executive Potential Program (EPP) is a year-long, competency based nationwide leadership development program that provides the training and developmental experiences necessary for high-potential GS 13-15 employees moving into executive leadership positions. The curriculum consists of four one-week intensive residential sessions. The program focuses on individual development needs and leadership skills, action learning teams, project identification and project planning. Additional sessions concentrate on the following ECQs: Leading Change, Leading People, Managing for Results and Building Coalitions/Communications. A key component of this program includes an emphasis on best practices in leadership. Typically, all of the residential sessions are held outside of Washington, D.C.

This course is approved for 12 graduate credits applied to a Master of Science in Management through Thomas Edison State College, Trenton, N.J. For more information, view their Web site at: <http://www.tesc.edu>.

Length of Program: 12 months (5 months away from desk).

Grade level: GS 13-15 (or equivalent)

Webpage: www.graduateschool.edu

Supported Competencies: External Awareness, Vision, Human Resource Mgmt, Conflict Mgmt, Technology Mgmt, Team Building, Oral Communications, Problem solving, and Interpersonal Skills.

The Executive Potential Program is a yearlong competency-based leadership program designed to develop senior-level public service employees into more effective leaders. The Program is based on the Office of Personnel Management's Executive Core Qualifications (ECQs) and the Graduate School's Leadership Effectiveness Inventory (LEI).

Participants engage in classroom discussions, group exercises, learning teams and independent studies. The curriculum is based on experiential learning and supported by classroom instruction. The individual components include:

- 360-Degree Feedback Assessment Leadership Effectiveness Inventory (LEI)
- Leadership Development Plan
- Action Learning Teams/Projects
- Senior Executive Mentor
- Four One-Week Residential Sessions
- Developmental Work Assignments
- Senior Executive Interviews and Shadowing Assignments
- Benchmarking

The Leadership Effectiveness Inventory.

The Leadership Effectiveness Inventory (LEI) is a systematic assessment tool designed to measure competency and determine developmental needs for organizations and individuals in public service. The LEI assesses individual proficiency levels in over 100 specific leadership tasks and activities against the 28 competencies that comprise the Leadership Effectiveness Framework. The participant, his/her supervisor and five peers complete the LEI to eliminate perceptual biases inherent in most assessment tools. The participant is then able to develop an effective leadership development plan based on objective data.

Action Learning Teams/Projects.

During orientation, participants are assigned to an Action Learning Team. Each team will obtain sponsorship from a senior level manager and act as consultants, developing solutions to an existing organizational issue. Upon project completion each team gives a report and presentation to the Graduate School and the sponsor. Action Learning Projects strengthen leadership and interpersonal skills, and encourage participants to become more self-directed, action-oriented and visionary. They also provide a forum for exploring issues facing federal leaders and for practicing leadership techniques.

Residential Sessions.

Participants attend four intensive one-week residential sessions. The orientation session focuses on individual developmental needs, team building, leadership skills, experiential learning, project identification and project planning. Program requirements, policies, expectations and opportunities are also outlined. The remaining three residential sessions will concentrate on the following ECQs:

- Leading Change
- Leading People
- Managing for Results
- Building Coalitions/Communication

Expert instructors from the federal and academic community facilitate workshops and course sessions where participants learn effective techniques and methods for exercising essential leadership competencies related to the ECQ's. Formal and informal discussions continue into the evening. Residential sessions are held outside of the Washington, D.C. area.

Developmental Assignments.

Participants must complete two 60-day developmental assignments away from their current position. During these assignments, participants learn to adapt and successfully lead in a new position and culture by utilizing the techniques and methods presented at residential sessions. In addition, each participant must conduct five senior executive interviews and complete a three-day assignment shadowing a high-level official. These assignments provide exposure and visibility at the highest levels of agency leadership as well as critical knowledge for long-term career planning.

Benchmarking.

The Executive Potential Program uses benchmarking processes to identify outstanding leadership practices in public service, business, industry and academia.

Participants will have an opportunity to visit federal, state and local governments, major corporations, universities and nonprofit organizations and dialogue with "best practice" leaders. Through benchmarking, Executive Potential Program participants become skilled at using dialogue to gain insight beyond their individual understanding, an essential skill for leaders responsible for strategic planning.

Program Time Requirements.

Participants are expected to be away from current positions for a minimum of six months over the course of the program. Participants may schedule developmental activities to minimize disruptions of their normal workflow.

Course Location:

Executive Potential Program
Center for Leadership and Management
Graduate School
600 Maryland Avenue, SW, Suite 330
Washington, DC 20024-2520
Phone: (202) 314-3580

Points of Contact.

Executive Potential Program
Center for Leadership and Management
Graduate School
600 Maryland Ave, SW, Suite 330
Washington, DC 20024-2520

Federal Executive Institute Leadership for a Democratic Society

Overview.

The Federal Executive Institute (FEI) uses the U.S. Constitution as the principal guide in helping you to understand the diverse goals of the government and the citizens you serve. FEI fosters executives who excel in a 21st-century world while remaining connected to the Constitutional principles forged in the 18th century. We invite you to join both worlds at FEI.

The themes of FEI's Leadership for a Democratic Society (LDS) program reflect and enhance the Constitutional underpinning of Federal Government work and the common culture of senior Federal executives. At FEI, you will build your skills in personal leadership and gain insights into organizational theory, the policy framework in which Government leadership occurs, and the broad global trends and events that shape government agendas.

Since 1968, FEI has been known for the personal attention it gives to every executive who attends its programs. FEI's approach builds a learning community where Federal executives and faculty are both teachers and participants. The LDS program is custom designed to fit your particular interests through individual feedback, small- and large-group sessions, one-on-one coaching from a faculty facilitator and assistance from program colleagues in a small Leadership Development Team.

Developmental Activities:

- Gain a broader understanding of the Constitution and how it continues to guide today's Government.
- Understand the policy framework in which executives must lead and the interplay among major stakeholders at national and global levels.
- Develop keen insights into your leadership strengths and areas for improvement.
- Devise a plan to enhance your organization's performance.
- Increase your networks for enhanced problem-solving support.
- Appreciate more fully the importance of Federal service and the diverse talents of Federal executives.
- Receive five hours of post-program executive coaching as you return to your day-to-day organizational challenges.

Who Should Attend.

Senior Executive Service members, GS-15s or their equivalents

Selected senior state, local and international government executives

Length of Program: 4 weeks (full time)

Location: Federal Executive Institute, Charlottesville, VA

Grade level: GS 15 & above (or equivalent)

Supported Competencies: Team Building, Influencing/Negotiating, Strategic Thinking, External Awareness, Problem Solving, and Managing Diverse Workforce.

Comm: (434) 980-6200

TDD/TTD: 434-980-6299

Fax: 434-980-6267

E-Mail: FEI@opm.gov

Industrial College of the Armed Forces Non-Acquisition

The Industrial College of the Armed Forces is a U.S. military educational institution that prepares military officers and civilian government officials for leadership and executive positions in the national security field.

Grade Level: GS 14, 15 (or equivalent).

Length of Program: 10 months.

Eligibility:

- Bachelor's degree from an accredited university
- Permanent, full-time civilian employee of the Department of Defense; available for an extended period of service upon graduation
- Secret or Top Secret/Sensitive Compartmented Information (TS/SCI) security clearance
- Outstanding potential for senior command and staff positions
- Experience in the design and resourcing of different facets of national security, Joint, and/or interagency
- Broad experience within and outside current career field
- Ability to contribute as a member of a diverse seminar

Learning Activities:

- Multi-disciplinary educational programs
- Associated research dealing with the resource component of national power (e.g. special emphasis on materiel acquisition and joint logistics and their integration into the national security strategy for peace and war)
- Classes in advanced strategic methods and diplomacy
- Executive level courses of study

Developmental Activities:

- Simulations and war games
- Professional exchanges
- Outreach programs

How To Apply:

The nomination package must be endorsed through the chain-of-command. Upon chain-of-command approval, Civilian Leadership Development Administrators will forward the endorsed nomination packages to the Centrally Managed Civilian Leadership Course Coordinator for package submission.

Nomination packages must include:

- A completed NDU Nomination Package
- Information Operation (IO) Concentration course description
- Supply Chain Management Program course description
- The applicant's current resume, signed and dated by the applicant
- Command-level endorsement (Flag Officer, General Officer or Senior Executive Service member)
- Original transcript
- Additional information as may be required by nominating organization

Web address: www.ndu.edu/icaf

Office of Civilian Human Resources
Civilian Workforce Development Division
614 Sicard Street, S.E., Bldg 201, Suite 100
Washington, DC 20374-5014

Industrial College of the Armed Forces Senior Acquisition Course

ICAF has been designated by the Under Secretary of Defense for Acquisition, Technology, and Logistics to conduct the Senior Acquisition Course for selected students as part of the Defense Acquisition University (DAU). The Senior Acquisition Course is the preeminent course for members of the Acquisition Corps. The course is designed to prepare selected military officers and civilians for senior leadership and staff positions throughout the acquisition community.

The Senior Acquisition Course consists of the entire 10-month ICAF curriculum, complemented by two prescribed elective courses, which address contemporary and future policy issues in the field of acquisition. Senior Acquisition Course students are fully integrated as part of the ICAF student body – a mix of war fighters, operators and joint specialists; plus support, diplomatic and federal agency personnel; international fellows; and representatives of American industry. Students completing the course receive both the ICAF Master's degree and a diploma from Defense Acquisition University.

Students are selected in advance for attendance in the Senior Acquisition Course by their respective services or agencies. Military officers are selected as part of the senior service school selection process and designation by their Defense Acquisition Career Manager (DACM). Civilians normally apply through, and are selected by, their service or agency DACM. Along with those students selected in advance by central boards, the DACMs each year typically approve the addition of a limited number of Level III certified (Acquisition Corps) students at the outset of the academic year.

Course Location: National Defense University

Web address: <http://www.ndu.edu/icaf>

Tuition: DoD Funded

Length of Program: 10 months (full time)

Grade level: GS 14 & 15 (or NSPS equivalent)

Supported Competencies: Acquisition related competencies.

Introduction

The spring semester ICAF Acquisition Course is designed to provide students with a broad understanding of the defense acquisition process. The course emphasis is upon analyzing the process of converting resources into U.S. military capabilities through the study of the major, enduring issues associated with developing, testing and producing systems in support of the national defense. This course integrates with and builds upon other portions of the ICAF curriculum, including Leadership and Information Strategies, National Security Studies, Economics, Military Strategy and Logistics, and the Industry Studies Program. The course relies on a number of case studies drawn from the public and private sectors to illustrate the issues surrounding defense acquisition.

Course Objectives

At the conclusion of the course, students will be able to:

- Evaluate the policies, principles and concepts used by the federal government to acquire capabilities in support of a transforming national security and military strategy, concentrating on the political, military and economic dimensions.
- Evaluate alternative strategic and organizational acquisition approaches and changes to improve support for the national security strategy.
- Evaluate how defense acquisition policies and practices affect the defense and combined industrial base.

Course Overview

Earlier in the academic year, students will have studied the many dimensions of national power. The Acquisition Course builds on the general frameworks established in those courses, including the frameworks of decision-making and the political process. Defense acquisition is a political and administrative process by which the Department converts material resources into military capabilities. This complex, frequently politically-charged process can be used as a tool of national policy, signaling resolve or commitment and clarifying relationships with other nations, or used either consciously or otherwise as a tool of national industrial policy.

In Acquisition, students will study the implementation of acquisition policies and programs by analyzing commercial and government case studies, and by examining the government's direct interface with industry and allied nations through the acquisition process. Students will hear from and meet with government and industry leaders who will share their thoughts on the changing acquisition process. The course directly supports the Industry Studies program, which itself studies the capabilities of the Nation's industrial base to support government and military needs.

Acquisition is the process by which Department of Defense executes the political decision to develop and buy something. The process itself is an issue, driving the cost, schedule and performance throughout the life cycle of the weapon systems our forces are counting upon. The Defense acquisition process, by virtue of its size and direct contact with the research and industrial capabilities of the country, is a major instrument available to national security decision makers to influence the capability, capacity and health of the U.S. industrial base. This base not only supports defense, but national economic health as well.

The course will examine the basics of acquisition, including research and development, procurement, and life cycle support and disposal. It will also examine the intersection with the user community and the joint capabilities integration and development process. As the system evolves continually, the course will examine some of the internally and externally driven changes affecting the current process. The course will provide basic knowledge, including an historical perspective, as well as insider and outsider views of the system.

The course consists of 22 lessons, which include both seminar discussions and lectures. Many of the seminars make use of case study materials. Class discussion is very important in the classes using case studies and in all others where an extremely complex, evolving system is being analyzed. The course depends on a wide variety of inputs from members of different Services and organizations.

Student Assessment

Students will be assessed based upon:

- (1) Their understanding of the material presented,
- (2) Their ability to integrate the concepts and principles learned, and
- (3) Their ability to formulate alternative solutions to acquisition challenges.

Their evaluation will be based upon:

- Classroom performance – (60%) – Quality of their contribution to seminar discussion and their case study analyses.
- Oral presentation supported by one-or-two page written point paper – (40%) – discussing recommended changes in dealing with current acquisition challenges.

Lesson Sequence

In the lesson sequence below, (S) denotes seminar; (CS) denotes case study; (L) denotes lecture; and (GS) denotes guest seminar:

Political Foundations: Policy and Practice (S)
Acquiring Capabilities: Three Major Decision Systems (S)
National Security Strategy (CS)
Acquiring Capabilities: The Joint View (CLS)
Choosing Strategic Capabilities (S)
Strategic Resource Allocation (S)
Defense Acquisition System (S)
Acquisition Strategy (CS)
Program Management Approaches (CS)
Product Development (CS)
National Security and Technology (CS)
Risk Management (CS)
CEO View from Industry (CLS)
Constituencies, Politics and Ethics (CS)
Contracting for Services (S)
Acquisition Logistics (S)
Acquisition & Major Services Contracting In Support of Wartime Operations (S)
Contracting in War and Reconstruction (L)
Acquisition in Support of Urgent Wartime Requirements - Part I (S)
Acquisition in Support of Urgent Wartime Requirements - Part II (CS)
Government-Industry Interaction (S)
New Frontiers, Transformations, and Trends (CLS)
Globalization, International Markets and Cooperation (S)
Emerging Capabilities, Processes, and Industries(S)
The Acquisition Policy Maker's View (CLS)
Acquisition Challenges and Choices (S)

LEGIS Congressional Fellowship Program

Spend seven or twelve months working in the office of a member of Congress or serving on the staff of a congressional committee and become part of the action on Capitol Hill. Learn the policy-making process from the inside: draft legislation, brief congressmen and senators, serve as a constituent liaison, plan and participate in committee hearings, and more.

An intensive two-week orientation at Brookings will prepare you for your congressional assignment. If you are accepted for this exclusive opportunity, you will develop new leadership capabilities and political acumen in addition to congressional expertise. Your understanding of the legislative world will help you build strategic and competitive advantage when you return to your agency or company.

If you are chosen to be a LEGIS Fellow, you will develop superior strategic planning skills, new leadership capabilities, and rare political acumen. You will gain in-depth knowledge of the policy-making process to bring back to your agency or company.

Program Details

During their congressional assignment, fellows learn how to effectively manage and lead legislative objectives for their member or committee, and gain exposure to U.S. domestic and international policy debates. This experience will enhance fellows' understanding of the role of the media, advocates, associations, and corporations, and will also allow them to develop a network of contacts, including national policy-makers, opinion leaders, federal managers, and public- and private-sector organizations.

Program Benefits

- Unique opportunity to spend either 7 or 12 months on Capitol Hill, gaining an insider's understanding of the legislative process.
- Networking opportunities with other senior federal and corporate executives.
- Political acumen and in-depth experience in the political arena.
- Enduring relationships with congressional staff.
- New understanding of political pressures in Congress.

Qualifications and Nomination Procedure

The LEGIS Congressional Fellowship is open to government employees (GS-13 or higher) and private-sector executives with significant interest in the operations and activities of the legislative branch.

Course Location: Government Affairs Institute

Web address: <http://data.georgetown.edu/ssce/gai>

Length of Program: 12 months (Full Time)

Grade level: GS 13-14 (or equivalent)

Supported Competencies: External Awareness, Organizational Representation & Liaison, and Strategic Vision.

How to Apply:

The nomination package must be endorsed through the chain-of-command. Upon chain-of-command approval, Civilian Development Administrators will forward the endorsed nomination packages to the Centrally Managed Civilian Leadership Course Coordinator.

New Leader Program

The New Leader Program (NLP) is a six-month leadership development program designed to develop future public service leaders by providing assessment, experiential learning, and individual development opportunities. The program develops future public service leaders by providing a solid training and development foundation of leadership skills and team building, which are enhanced by agency developmental experiences.

The program is open to public service employees at the GS 7-11 levels who have recently entered leadership positions or have a high potential for leadership. These positions often include first-line supervisors, team leaders, project managers, administrative support, and members of self-directed work teams. The New Leader Program is for participants who wish to develop, enhance, or improve their leadership skills. Individuals should be nominated for this program based on their potential and motivation to complete all requirements and participate fully in all components of this intensive six-month program.

Eligibility Requirements:

- Minimum of two-years of federal service
- Recently entered leadership positions or have a high potential for leadership
- Desire to develop, enhance or improve leadership skills
- Potential and motivation to complete all requirements and participate fully in all the components of this intensive program

Webpage: www.graduateschool.edu

Length of Program: 6 months

Grade level: GS 7-11

Supported Competencies: Team Building, Self-direction, Problem Solving, and Interpersonal/Team Skills.

Assessment

The program begins with each individual completing two self-assessment instruments. The assessment instruments are completed by the participants, along with their supervisors and peers.

Needs assessment tools are used to help participants understand their strengths and weaknesses in order to achieve more effective results from the program. The assessment includes:

- Leadership Effectiveness Inventory (360 degree feedback assessment instrument)
- Myers-Briggs Type Indicator Assessment (self only)

The Assessment Activity

The assessment activity facilitates participant's development process by providing them with objective feedback on their developmental needs. Participants are encouraged to share their results with their supervisor and managers. By combining their assessment results with their own and their manager's views of their needs, participants will be assisted in the development of a personalized leadership development plan.

Individual Development

Each participant develops and follows a customized Personal Development Action Plan (PDAP). The PDAP is based on feedback from the Leadership Effectiveness Inventory, and will essentially act as the participant's blue print and road map throughout the program.

It will consist of customized developmental objectives and experiences that will assist each participant's growth and development, and utilize the New Leader Program's integrated approach to leadership development. Participants receive classroom instruction and counseling in the development of their PDAP, and are required to coordinate plan preparation with their first-line supervisor and their agency program coordinator to ensure appropriate support.

Experiential Learning

Participants practice and develop skills in real-world situations. This includes, but is not limited to, developmental activities, team-based learning, simulations, role playing, and case studies, while classroom learning supplements learning that occurs on the job. Participants are also assigned to Learning Teams, which aide them in becoming more self-directed, action-oriented, and visionary leaders. The experiential learning focuses on program components which include:

- Individual Assessment.
- Three one-week residential sessions.
- Personal Development Action Plan.
- Learning Teams/Team Projects.
- 30-Day Developmental Work Assignment.
- Management Readings.
- Management Interviews.
- Shadow Assignment.

Developmental Assignments

Participants will be required to complete a 30-day developmental assignment within their agency, but outside of their position of record. This program component is designed to provide the participant with opportunities to develop competencies in areas outside of their technical expertise.

Each participant will also be required to complete two management book reviews, two interviews of senior-level managers at the GS-13-SES level and one 3-day shadow assignment.

Participants are assigned to learning teams during the orientation session, each team will explore a program-related issue and make a one-hour team presentation of this issue during the final week of the program.

Core Classroom Curriculum

The curriculum employs our integrated approach to leadership development in which a heavy emphasis is placed on individual assessment, experiential learning, and individual development. The core classroom curriculum consists of three intensive one-week residential sessions.

Throughout the program participants are assigned to a Leadership Development Team. These teams remain intact throughout the program and attend all curriculum sessions together. These teams strengthen leadership and interpersonal skills, stimulate commitment to personal development, and provide a forum for exploring and addressing current issues facing supervisors and managers in the workplace.

Each team will be responsible for preparing and delivering an hour long presentation on a leadership development-related topic to the class.

Each week of the residential session focuses on skill building, teams at work, and various leadership competencies. Some of these leadership competencies include:

- Team Building.
- Decision Making/Problem Solving.
- Decisiveness.
- Customer Service.
- Conflict Management.
- Oral Communication.
- Written Communication.
- Leveraging Diversity.
- Flexibility.

Benefits to the Participant:

- Objective view of strengths and weaknesses.
- Opportunities to strengthen weaknesses.
- Increased exposure to other organizations.
- Integrated approach ties to Leadership Development Plan.

Benefits to the Participant's Manager:

- Involvement in participant's assessment.
- Involvement in participant's development.
- Allows for more effective management.

Benefits to the Organization:

- Increased understanding of the organization's mission and values.
- Increased retention of high-caliber and high-potential employees.
- Integral component of the organization's succession planning.

Address:

New Leader Program
Center for Leadership and Management
Graduate School
600 Maryland Avenue, SW, Suite 330
Washington, DC 20024-2520
Phone: (202) 314-3580

How to Apply:

The nomination package must be endorsed through the chain-of-command. Upon chain-of-command approval, Civilian Development Administrators will forward the endorsed nomination packages to the Centrally Managed Civilian Leadership Course Coordinator.

Seminar XXI

Seminar XXI is an educational program for senior military officers, government and NGO officials, and executives in the national security policy community. The program's objective is to provide future leaders of that community with enhanced analytic skills for understanding foreign countries and the relations among them.

Seminar XXI began in 1986 as an experimental program adapted from several graduate-level courses taught at MIT. Over the years it has provided an opportunity for frank and challenging exchanges of ideas between policymakers and university scholars, as well as among the Fellows, who themselves represent a wide range of institutions and organizations in the policy-making community. We are now in our twenty-fifth year and have more than 1,600 alumni/ae.

The program explores key policy issues by examining countries and problems critical to American interests through a variety of paradigmatic lenses. At each session, eminent speakers present alternative perspectives from which the given country or problem can be understood. The seminar seeks to provide concrete frameworks for examining how different paradigms suggest fundamentally different, even conflicting, answers to the questions American policymakers must resolve.

Seminar XXI faculty are drawn from leading universities and research institutions in the U.S. and abroad, and represent a variety of intellectual approaches. The objective is to introduce Seminar XXI Fellows to the best minds at work in areas critical to American national security and international relations.

Military participants in Seminar XXI have generally ranged from Lieutenant Colonel to Major General, and Navy Commander through Rear Admiral. Promising Majors and Lieutenant Commanders have occasionally been selected for admission. Government civilian's span levels GS-14 through SES, while NGO executives range from Program Managers and Division Directors through Vice Presidents. Individuals from the State Department include senior Foreign Service officers up to the rank of ambassador. The fundamental criterion of selection, however, is that candidates be individuals who are expected to reach top decision-making levels in the next three-to-five years.

The choice of topics and faculty are made by the Program's Director and its Executive Committee. The Director, Professor Robert Art, a Senior Fellow in MIT's Security Studies Program and Herter Professor of International Relations at Brandeis University, organizes and directs the discussions. MIT Professors Kenneth Oye and Barry Posen-both past Directors of the program-serve on the Executive Committee, along with Stephen Van Evera, Seminar XXI's Associate Director for Administration, Captain Jake Stewart, U.S. Navy (ret), and Mitzi Wertheim of the Naval Postgraduate School, and Director of The Energy Conversation. Tisha Gomes Voss is the program's Executive Director.

Seminar XXI is funded through program fees paid by participating organizations.

Web address: <http://semxxi.mit.edu>

Length of Program: 2-wks (Restricted to Wash Metro Area)

Grade level: GS 14 & above (or equivalent)

Supported Competencies: Team Building, Influencing/Negotiating, Strategic Thinking, External Awareness, and Problem Solving.

How to Apply:

The nomination package must be endorsed through the chain-of-command. Upon chain-of-command approval, Civilian Development Administrators will forward the endorsed nomination packages to the Centrally Managed Civilian Leadership Course Coordinator.



Chapter 4: Commandant's Commanders' Course & Spouses' Workshop



Overview of the Commandant's Commander's Program:

Established by the Commandant of the Marine Corps in 1993, this twice-yearly program is required for all colonels and lieutenant colonels slated for command. Spouses of selected commanders are encouraged to attend the concurrent workshop. The program provides enhanced situational awareness of current Marine Corps policies and programs, and provides a forum for discussing mission, readiness and Marine welfare issues. The program emphasizes issues critical to command, including communications between the command, families, communities and service providers.

Overview of the Spouse's Workshop:

Established in March of 1993, this workshop was developed as a result of the success of the Commanders' Program. The drive behind creating the workshop was identical to that of the Commanders' Program: the emphasis on "leading team building" initiated by the Commandant, General Munday.

The workshop's purpose is to help prepare spouses of slated commanders for their role as team members in the command. The fundamental idea behind all presentations and discussion groups is not to answer all questions, make choices for participants, or tell them how they must act. Rather, the workshop's goals are to present issues and concepts that commanders and their spouse's can discuss, to give spouse's ideas and options and to provide an opportunity for them to interact in an atmosphere of support and encouragement.

The workshop has evolved with the changing needs and interests of the participants since 1993. However, its main focus remains unaltered. The Spouse's Workshop plays a vital role in enhancing the Marine Corps family by preparing spouse's to function well in a "Command Team."

Program and Workshop Information:

1. General. Open to Majors, Lieutenant Colonels, and Colonels that have been selected for command. The program is located at the Grey Research Center, Marine Corps Base, Quantico, Virginia. This required program must be completed before or shortly after taking command. The program consists of a 2-week program for commanders and a concurrent 1-week workshop for spouse's. The material covered in the program addresses issues and topics of common concern, law, safety, ethics, acquisition; budget and financial administration, civilian management, resources, and leadership.

Program and Workshop Point of Contact:

Branch Head

Professional Programs Branch
Room B31
2076 South St
Quantico, VA 22134

Commercial Phone: (703) 784-6850
Defense Switched Network (DSN) Phone: 278-6850

Course Web Address:

<http://www.mcu.usmc.mil/LLeadership/default.aspx#cp>

Administrative Information:

a. Orders to the Commanders' Program.

(1) Your administrative section will produce your travel orders using the appropriation/TON data as listed in the Commanders Course MARADMIN. Please ensure you are issued **NON-REPORTING ORDERS**. The orders should be processed through the Defense Travel System (DTS). Once you have enrolled and we have your information, we will provide the financial data. If your attendance is in conjunction with PCS orders, charge all travel to PCS. The Standard Document Number (SDN) must not be altered and must be typed on the original orders.

(2) The Secretary of the Navy has approved student status for spouses, which will allow them to travel and receive per diem at government expense. Your administrative section should also produce Invitational Travel Orders (ITO) for spouses. However, if your spouse is an active duty service member, they will require Temporary Assigned Duty (TAD) orders from their parent command authorizing them to attend the Spouses' Workshop. If your spouse is a civilian employee of the Department of Defense, they may be authorized TAD to attend the Spouses' Workshop if their supervisor recognizes the Spouses' Workshop as "valid training," otherwise they must take leave to attend. If they do not have leave available, they may take leave without pay if arrangements can be made with their supervisor.

b. Check-In Instructions. Commanders check-in is the morning of the course at the GRC, the spouses check-in will be in their first class the week of their program. Signs within the lobby will guide you to the check-in tables in the conference room.

c. Billeting. Primary billeting is Liversedge Hall, (703-432-1342). If billeting is not available at Liversedge utilize local hotels as listed within the Lodging & Transportation link.

d. Messing.

(1) Off Base. There are numerous dining and entertainment businesses approximately 5 miles south of the Marine Corps Base (MCB) Quantico rear gate along highway 1. Additionally, there are a variety of fast food restaurants just outside the main gate of MCB Quantico.

(2) On Base. The Clubs at Quantico offers a daily lunch buffet, and the town of Quantico has several dining options within a five-minute walk from the GRC. The Main Exchange also boasts a modest food court. Food is not allowed inside the Main Auditorium.

e. Uniform / Attire. The uniform during the Commanders' Program will be seasonally appropriate utilities. This is the only uniform that will be required. The attire for the spouses is civilian casual (open collar shirt and trousers for men; blouses and skirt / slacks for women). The climate in the meeting rooms is often cool; it is recommended that Spouses' Workshop attendees dress appropriately. If a Spouses' Workshop attendee is a member of the Armed Forces, appropriate civilian attire is mandatory (no exceptions). Attending spouses are encouraged to bring one pair of comfortable walking shoes for a planned tour of the Marine Barracks, Washington and CMC house.

f. Physical Fitness. The Barber Fitness Center is located close to the Gray Research Center (< 1 mile) and has locker and shower facilities. Military ID's are required. There are no locker facilities available at Marine Corps University.

g. E-Mail Access.

(1) The GRC Library has terminals available for access to e-mail and internet services. It is strongly recommended that you talk with your local G-6 / ISMO prior to coming to Quantico for instructions on accessing your system over the internet. The GRC Library has recently upgraded services to include a wireless network for laptops, PDAs, and Blackberries. Likewise, access to personal accounts such as Hotmail, AOL, etc, is available. If the base internet is down, a cable modem offers access by-passing base.

(2) Access to SIPRNET is available in the Battle Staff Training Facility (located adjacent to Breckenridge Hall) on a limited basis. If you require this access please advise the program director in advance.

h. Performance Evaluation System. During the course, each attending commander will be provided a copy of their OMPF, as well as a copy of their RS and REVO profiles. Additionally, if desired, MMSB will provide a "by name" list of Marines with FitRep date gaps for a specific RUC. Bring your RUC and MCC code if you wish a list of Marines missing FitReps.



Chapter 5: Marine Corps Professional Reading Program



Overview of the Marine Corps Professional Reading Program:

The Marine Corps Professional Reading Program began as the Commandant's Reading List in 1988, although recommended reading lists have been generated for Marines since the 19th century. Each Commandant since 1988 has placed his personal stamp on the program, but many of the books have remained constant. Great books will always remain a staple of informal, self-paced professional development, but technology promises greater convenience and flexibility for today's Marine. MCU is exploring books on tape (CD) and downloadable audio files for the iPod (c).

The list is heavily weighted towards "classics", and has been streamlined to five titles and one capstone doctrinal publication per grade, and is only one part of a larger professional reading program for Marines. There are hundreds of books published annually that are important to Marines. The Marine Corps Professional Reading Program website offers an opportunity to recommend numerous readings across a variety of subjects. Lists have been or will be created by function (combat arms, intelligence, logistics), world region/culture (Middle East, Asia, Africa), and topic (irregular warfare, leadership, biography). The Commandant of the Marine Corps Reading List should be limited to those titles that reflect his planning guidance. A smaller list is more manageable and has a realistic expectation of actually being attempted by busy Marines.

Reading List by Grade:

Recruit / Poolee

First to Fight: An Inside View of the U.S. Marine Corps by LtGen V. Krulak

I'm Staying with My Boys by J. Proser and J. Cutter

The United States Marines: A History by E. Simmons

Private / Private First Class

1984 by G. Orwell

A Message to Garcia by E. Hubbard

Blink by M. Gladwell

First to Fight: An Inside View of the U.S. Marine Corps by LtGen V. Krulak

No True Glory by B. West

Rifleman Dodd by C. Forester

The Gift of Valor by M. Phillips

Lance Corporal

First to Fight: An Inside View of the U.S. Marine Corps by LtGen V. Krulak
My Men are My Heroes by N. Helms
Starship Troopers by R. Heinlein
The 360 Degree Leader by J. Maxwell
The Afghan Campaign by S. Pressfield
The Ugly American by E. Burdick and W. Lederer
We Were One by P. O'Donnell

Corporal

Afghanistan by S. Tanner
All Quiet on the Western Front by E. Remarque
Chosen Soldier by D. Couch
First to Fight: An Inside View of the U.S. Marine Corps by LtGen V. Krulak
Flag of Our Fathers by J. Bradley
Ghost Soldiers by H. Sides
Marines in the Garden of Eden by R. Lowry
Noble Warrior by J. Livingston, C. Heaton and A. Lewis
Once a Marine by N. Popaditch and M. Steere
The Defense of Duffer's Drift by E. Swinton

Sergeant

A Soldier's Load and the Mobility of a Nation by S.L.A. Marshall
American Soldiers by P. Kindsvatter
Common Sense Training by A. Collins
Counterinsurgency Warfare by D. Galula
First to Fight: An Inside View of the U.S. Marine Corps by LtGen V. Krulak
From the Horse's Mouth by Major T. McKeldin
Storm of Steel by E. Junger
The Killer Angels by M. Shaara
The Village by B. West
Tip of the Spear by G. Michaels
With the Old Breed by E. Sledge

Staff Sergeant

A Bell for Adano by J. Hersey
American Spartans by J. Warren
Attacks by E. Rommel
Battle Cry by L. Uris
First to Fight: An Inside View of the U.S. Marine Corps by LtGen V. Krulak
McCoy's Marines by J. Koopman
On Killing by D. Grossman
Soldiers of God by R. Kaplan
The Arab Mind by R. Patai
The Defense of Hill 781 by J. McDonough
The Face of Battle by J. Keegan
The Last Stand of Fox Company by B. Drury and T. Clavin
The Speed of Trust by S. Covey

Gunnery Sergeant

Afghan Guerilla Warfare by A. Jalali and L. Grau
First to Fight: An Inside View of the U.S. Marine Corps by LtGen V. Krulak
Islands of the Damned by R. Burgin and B. Marvel
Killing Ground on Okinawa by J. Hallas
On Combat by D. Grossman and L. Christensen
Ride the Thunder by R. Botkin
The Mission, the Men, and Me by P. Blaber
The Savage Wars of Peace by M. Boot
Tiger Force: A True Story of Men and War by M. Sallah and M. Weiss
Victory at High Tide by R. Heinl
We Were Soldiers Once and Young by H. Moore and J. Galloway

Master Sergeant / First Sergeant

Courageous Follower by I. Chaleff
Fields of Battle by J. Keegan
First to Fight: An Inside View of the U.S. Marine Corps by LtGen V. Krulak
Forgotten Warriors by T. Hammes
Ghost Wars by S. Coll
Seven Deadly Scenarios by A. Krepinevich
Technology and War by M. Van Creveld
The Accidental Guerilla by D. Kilcullen
The Guns of August by B. Tuchman
The Lexus and the Olive Tree by T. Friedman
The Passion of Command by B. McCoy
The Sling and the Stone by T. Hammes

Master Gunnery Sergeant / Sergeant Major

A Peace to End All Peace by D. Fromkin

Achilles in Vietnam by J. Shay

At the Water's Edge: Defending Against the Modern Amphibious Assault by T. Gatchel

Crisis Leadership by G. Klann

First to Fight: An Inside View of the U.S. Marine Corps by LtGen V. Krulak

No Bended Knee by M. Twining

On War by C. Von Clausewitz

The Coldest Winter by D. Halberstam

The Crisis of Islam by B. Lewis

The General by C. Forester

The Mask of Command by J. Keegan

Officer Candidate / Midshipman

First to Fight: An Inside View of the U.S. Marine Corps by LtGen V. Krulak

My Men are My Heroes by N. Helms

On Infantry by J. English

The Armed Forces Officer, DoD 2006

The United States Marines: A History by E. Simmons

2nd Lieutenant / Warrant Officer / Chief Warrant Officer 2

A Tactical Ethic by D. Couch

Blink by M. Gladwell

Counterinsurgency Warfare by D. Galula

First to Fight: An Inside View of the U.S. Marine Corps by LtGen V. Krulak

Leadership: The Warrior's Art by C. Kolenda, W. Ulmer Jr., and B. McCaffrey

Soldiers of God by R. Kaplan

Storm Landings by J. Alexander

The Art of War by S. Tzu

The Mission, the Men, and Me by P. Blaber

The Savage Wars of Peace by M. Boot

The Speed of Trust by Stephen M. Covey

The Village by B. West

1st Lieutenant / Chief Warrant Officer 3 (the first seven books should be read in order as they trace the evolution of warfare from the first to the fourth generation)

The Enlightened Soldier by C. White
Seeds of Disaster by R. Doughty
Stormtrooper Tactics by B. Gudmundsson
Command or Control by M. Samuels
The Breaking Point by R. Doughty
Fighting Power by M. Van Creveld
Transformation of War by M. Van Creveld
Attacks by E. Rommel
Battle Leadership by A. Von Schell
First to Fight: An Inside View of the U.S. Marine Corps by LtGen V. Krulak
The Last Stand of Fox Company by B. Drury and T. Clavin
The Peloponnesian War by D. Kagan

Captain / Chief Warrant Officer 4

First to Fight: An Inside View of the U.S. Marine Corps by LtGen V. Krulak
Lions of Iwo Jima by F. Haynes
Lost Victories by E. VonManstein
Passion of Command by B. McCoy
Sources of Power by G. Klein
Starship Troopers by R. Heinlein
The Arab Mind by R. Patai
The Defense of Hill 781 by J. McDonough
The General by C. Forrester
The Mask of Command by J. Keegan
The Tipping Point by M. Gladwell
Victory at High Tide by R. Heintz
We Were Soldiers Once and Young by H. Moore and J. Galloway

Major / Chief Warrant Officer 5

First to Fight: An Inside View of the U.S. Marine Corps by LtGen V. Krulak
In the Gray Area by S. Folsom
Masters of War by M. Handel
Once an Eagle by A. Myrer
Team of Rivals: The Political Genius of Abraham Lincoln by D. Goodwin
The Crucible of War by F. Anderson
The Guns of August by B. Tuchman
The Landmark Thucydides by R. Strassler
The Last Stand: Custer, Sitting Bull and the Battle of Little Bighorn by N. Philbrick
The Lexus and the Olive Tree by T. Friedman
This Kind of War by T. Fehrenbach
Tiger Force: A True Story of Men and War by M. Sallah and M. Weiss
Utmost Savagery: The Three Days of Tarawa by J. Alexander
Wired for War by P. Singer

Lieutenant Colonel

A Bell for Adano by J. Hersey

A Peace to End All Peace by D. Fromkin

At the Water's Edge: Defending Against the Modern Amphibious Assault by T. Gatchel

Brute: The Life of Victor Krulak by R. Coram

Carnage and Culture by V. Hanson

Defeat into Victory by W. Slim

First to Fight: An Inside View of the U.S. Marine Corps by LtGen V. Krulak

Forgotten Warriors by T. Hammes

Seven Deadly Scenarios by A. Krepinevich

The Accidental Guerilla by D. Kilcullen

The Blitzkrieg Legend by K. Frieser

The Bottom Billion by P. Collier

Colonel to General *

Another Bloody Century by C. Gray

Decoding Clausewitz by J. Sumida

Dereliction of Duty: Johnson, McNamara, the Joint Chiefs of Staff and the Lies that Led to Vietnam by H. McMaster

Diplomacy by H. Kissinger

Fault Lines: How Hidden Fractures Still Threaten the World by R. Rajan

First to Fight: An Inside View of the U.S. Marine Corps by LtGen V. Krulak

How Wars End by G. Rose

Poorer Richard's America by T. Blair

Supreme Command: Soldier, Statesman and Leadership in Wartime by E. Cohen

The Coldest Winter by D. Halberstam

The Crisis of Islam by B. Lewis

Tried by War: Abraham Lincoln as Commander in Chief by J. McPherson

** Current, topical titles provided by Marine Corps University at each Executive Off-Site.*

Books and Reading Assignments:

Title:	Author:	Required Reading:
1984	G. Orwell	Pvt/Pfc
A Bell for Adano	J. Hersey	SSgt LtCol
A Message to Garcia	E. Hubbard	Pvt/Pfc
A Peace to End All Peace	D. Fromkin	MGySgt/SgtMaj LtCol
A Soldier's Load and the Mobility of a Nation	S.L.A. Marshall	Sgt
A Tactical Ethic	D. Couch	2ndLt/WO/CWO2
Achilles in Vietnam	J. Shay	MGySgt/SgtMaj
Afghan Guerilla Warfare	A. Jalali and L. Grau	GySgt
Afghanistan	S. Tanner	Cpl
All Quiet on the Western Front	E. Remarque	Cpl
American Soldiers	P. Kindsvatter	Sgt
American Spartans	J. Warren	SSgt
Another Bloody Century	C. Gray	Col through Gen
At the Water's Edge: Defending Against the Modern Amphibious Assault	T. Gatchel	MGySgt/SgtMaj LtCol
Attacks	E. Rommel	SSgt 1stLt/CWO3
Battle Cry	L. Uris	SSgt
Battle Leadership	A. Von Schell	1stLt/CWO3
Blink	M. Gladwell	Pvt/Pfc 2ndLt/WO/CWO2
Brute: The Life of Victor Krulak	R. Coram	LtCol
Carnage and Culture	V. Hanson	LtCol
Chosen Soldier	D. Couch	Cpl
Command or Control	M. Samuels	1stLt/CWO3
Common Sense Training	A. Collins	Sgt
Counterinsurgency Warfare	D. Galula	Sgt 2ndLt/WO/CWO2
Courageous Follower	I. Chaleff	MSgt/1stSgt
Crisis Leadership	G. Klann	MGySgt/SgtMaj
Decoding Clausewitz	J. Sumida	Col through Gen
Defeat into Victory	W. Slim	LtCol
Dereliction of Duty: Johnson, McNamara, the Joint Chiefs of Staff, and the Lies that Led to Vietnam	H. McMaster	Col through Gen
Diplomacy	H. Kissinger	Col through Gen
Fault Lines: How Hidden Fractures Still Threaten the World	R. Rajan	Col through Gen
Fields of Battle	J. Keegan	MSgt/1stSgt
Fighting Power	M. Van Creveld	1stLt/CWO3
First to Fight: An Inside View of the U.S. Marine Corps	LtGen V. Krulak	ALL MARINES
Flag of Our Fathers	J. Bradley	Cpl
Forgotten Warriors	T. Hammes	MSgt/1stSgt LtCol

Title:	Author:	Required Reading:
From the Horse's Mouth	Maj T. McKeldin	Sgt
Ghost Soldiers	H. Sides	Cpl
Ghost Wars	S. Coll	MSgt/1stSgt
How Wars End	G. Rose	Col through Gen
I'm Staying with My Boys	J. Proser and J. Cutter	Recruit/Poolee
In the Gray Area	S. Folsome	Maj/CWO5
Islands of the Damned	R. Burgin and B. Marvel	GySgt
Killing Ground on Okinawa	J. Hallas	GySgt
Leadership: The Warrior's Art	C. Kolenda, W. Ulmer Jr. and B. McCaffrey	2ndLt/WO/CWO2
Lions of Iwo Jima	F. Haynes	Capt/CWO4
Lost Victories	E. Von Manstein	Capt/CWO4
Marines in the Garden of Eden	R. Lowry	Cpl
Masters of War	M. Handel	Maj/CWO5
McCoy's Marines	J. Koopman	SSgt
My Men are My Heroes	N. Helms	LCpl OC/Midshipman
No Bended Knee	M. Twining	MGySgt/SgtMaj
No True Glory	B. West	Pvt/Pfc
Noble Warrior	J. Livingston, C. Heaton and A. Lewis	Cpl
On Combat	D. Grossman and L. Christensen	GySgt
On Infantry	J. English	OC/Midshipman
On Killing	D. Grossman	SSgt
On War	C. Von Clausewitz	MGySgt/SgtMaj
Once a Marine	N. Popaditch and M. Steere	Cpl
Once an Eagle	A. Myrer	Maj/CWO5
Passion of Command	B. McCoy	Capt/CWO4
Poorer Richard's America	T. Blair	Col through Gen
Ride the Thunder	R. Botkin	GySgt
Rifleman Dodd	C. Forester	Pvt/Pfc
Seeds of Disaster	R. Doughty	1stLt/CWO3
Seven Deadly Scenarios	A. Krepinevich	MSgt/1st Sgt LtCol
Soldiers of God	R. Kaplan	SSgt 2ndLt/WO/CWO2
Sources of Power	G. Klein	Capt/CWO4
Starship Troopers	R. Heinlein	LCpl Capt/CWO4
Storm Landings	J. Alexander	2ndLt/WO/CWO2
Storm of Steel	E. Junger	Sgt
Stormtrooper Tactics	B. Gudmundsson	1stLt/CWO3
Supreme Command: Soldier, Statesman and Leadership in Wartime	E. Cohen	Col through Gen
Team of Rivals: The Political Genius of Abraham Lincoln	D. Goodwin	Maj/CWO5

Title:	Author:	Required Reading:
Technology and War	M. Van Creveld	MSgt/1stSgt
The 360 Degree Leader	J. Maxwell	LCpl
The Accidental Guerilla	D. Kilcullen	MSgt/1stSgt LtCol
The Afghan Campaign	S. Pressfield	LCpl
The Arab Mind	R. Patai	SSgt Capt/CWO4
The Armed Forces Officer	DoD 2006	OC/Midshipman
The Art of War	S. Tzu	2ndLt/WO/CWO2
The Blitzkreig Legend	K. Frieser	LtCol
The Bottom Billion	P. Collier	LtCol
The Breaking Point	R. Doughty	1stLt/CWO3
The Coldest Winter	D. Halberstam	MGySgt/SgtMaj Col through Gen
The Crisis of Islam	B. Lewis	MGySgt/SgtMaj Col through Gen
The Crucible Of War	F. Anderson	Maj/CWO5
The Defense of Duffer's Drift	E. Swinton	Cpl
The Defense of Hill 781	J. McDonough	SSgt Capt/CWO4
The Enlightened Soldier	C. White	1stLt/CWO3
The Face of Battle	J. Keegan	SSgt
The General	C. Forester	MGySgt/SgtMaj Capt/CWO4
The Gift of Valor	M. Phillips	Pvt/Pfc
The Guns of August	B. Tuchman	MSgt/1stSgt Maj/CWO5
The Killer Angels	M. Shaara	Sgt
The Landmark Thucydides	R. Strassler	Maj/CWO5
The Last Stand of Fox Company	B. Drury and T. Clavin	SSgt 1stLt/CWO3
The Last Stand: Custer, Sitting Bull and the Battle of Little Bighorn	N. Philbrick	Maj/CWO5
The Lexus and the Olive Tree	T. Freidman	MSgt/1stSgt Maj/CWO5
The Mask of Command	J. Keegan	MGySgt/SgtMaj Capt/CWO4
The Mission, the Men, and Me	P. Blaber	GySgt 2ndLt/WO/CWO2
The Passion of Command	B. McCoy	MSgt/1stSgt
The Peloponnesian War	D. Kagan	1stLt/CWO3
The Savage Wars of Peace	M. Boot	GySgt 2ndLt/WO/CWO2
The Sling and the Stone	T. Hammes	MSgt/1stSgt
The Speed of Trust	S. Covey	SSgt 2ndLt/WO/CWO2
The Tipping Point	M. Gladwell	Capt/CWO4
The Ugly American	E. Burdick and W. Lederer	LCpl
The United States Marines: A History	E. Simmons	Recruit/Poole OC/Midshipman

Title:	Author:	Required Reading:
The Village	B. West	Sgt 2ndLt/WO/CWO2
The Peloponnesian War	D. Kagan	1stLt/CWO3
The Savage Wars of Peace	M. Boot	GySgt 2ndLt/WO/CWO2
The Sling and the Stone	T. Hammes	MSgt/1stSgt
The Speed of Trust	S. Covey	SSgt 2ndLt/WO/CWO2
The Tipping Point	M. Gladwell	Capt/CWO4
The Ugly American	E. Burdick and W. Lederer	LCpl
The United States Marines: A History	E. Simmons	Recruit/Poole OC/Midshipman
The Village	B. West	Sgt 2ndLt/WO/CWO2
This Kind of War	T. Fehrenbach	Maj/CWO5
Tiger Force: A True Story of Men and War	M. Sallah and M. Weiss	GySgt Maj/CWO5
Tip of the Spear	G. Michaels	Sgt
Transformation of War	M. Van Creveld	1stLt/CWO3
Tried by War: Abraham Lincoln as Commander in Chief	J. McPherson	Colonel through Gen
Utmost Savagery: The Three Days of Tarawa	J. Alexander	Maj/CWO5
Victory at High Tide	R. Heinl	GySgt Capt/CWO4
We Were One	P. O'Donnell	LCpl
We Were Soldiers Once and Young	H. Moore and J. Galloway	GySgt Capt/CWO4
Wired for War	P. Singer	Maj/CWO5
With the Old Breed	E. Sledge	Sgt



Chapter 6: Russell Leadership Conference



History of the Russell Leadership Conference:

The Russell Leadership Conference was created from a grant from General Russell's daughter, Mrs. Vincent Astor of New York. She provided a grant from the Vincent Astor Foundation to create the General John H. Russell Endowment Fund, which is currently managed by the Marine Corps University Foundation.

The first RLC was held 14-17 April, 1981, at the FBI Academy in Quantico. Its purpose, which remains unchanged to this day, was to "provide a forum for the discussion of ethical and leadership issues which challenge leaders today." RLC attendees originally included both officers and NCOs, but the conference has recently begun to focus solely on NCOs. Each conference encompassed a specific theme. Sample themes include: NCOs Will Win this War; Mentorship; Ethics and Leadership; Total Quality Leadership; Leadership Challenges in a Low-Intensity Conflict Environment; Getting Back to the Basics of Leadership; Developing Combat Leaders in a Peacetime Environment; and The Role of the Leader in Taking Care of Our Families.

The RLC was held annually from 1981 to 2001 in Quantico and in the later years paired with the Sergeant Major/Master Gunnery Sergeant Symposium.

The RLC was not held from 2002 to 2007 due to operational tempo. The RLC was revitalized as an annual event in 2008 and managed under the Lejeune Leadership Institute (LLI), which was formed in 2005.

Conference Themes:

Year: Theme:

1981	Ethics and Leadership
1982	Leadership Issue: Combating Drug and Alcohol Abuse
1983	Developing NCO Leadership
1984	Impact of Modern-Day Communication Capabilities on Decision-making Processes
1985	Impact of Technology on Warfare in the 21st Century
1986	The Role of the Leader in Taking Care of Our Families
1987	Developing Combat Leaders in a Peacetime Environment
1988	Leadership: Getting Back to Basics
1989	Leadership Challenges in Low Intensity Conflict Environments
1990	Leadership and the Counter-Narcotics Challenge
1991	Devotion to Duty: A Reaffirmation of the Profession of Arms
1992	Leadership Issues from the Gulf War: Women, Reserves and the Press in the Gulf
1993	Defining the Marine Leader of the 21st Century
1994	Leadership - A Renewable Vital resource: Subordinate Leader Development, Downsizing and Leadership Challenges, Moral Basis for Leadership
1995	Managing Diversity: The Strength of the Corps

<u>Year:</u>	<u>Theme:</u>
1996	Gangs, Drugs and Suicide
1997	Chain of Command, Request Mast, Hazing and Incentive Physical Training
1998	Sustaining the Transformation
1999	Mentoring
2000	Suicide Awareness, Safety Awareness and Curbing Domestic Violence
2001	Retention and Safety Awareness

2002-2007: No Conference

2008	NCOs Will Win This War
2009	Coaching, Counseling and Mentoring
2010	Unit Cohesion
2011	Mentoring



Chapter 7: Senior Leader Development Program



Overview of the Senior Leader Development Program:

The Commandant of the Marine Corps established the Senior Leader Development Program (SLDP) in 2003 in order to provide structure to the professional growth and assignment strategy for General Officers and Senior Executive Service (GO/SES) personnel. As a source for managing senior leader educational matters, the SLDP serves as the advocate for GO/SES continuing education opportunities.

The SLDP is located at Marine Corps University and is part of the Lejeune Leadership Institute (LLI). The Director of SLDP also serves as President of Marine Corps University.

The SLDP website may be found at:

<http://www.mcu.usmc.mil/LLeadership/default.aspx>

The SLDP allows GO/SES personnel to fashion rich, strategic frames of reference for discharging their duties, by accomplishing the following:

- Study USMC organization and processes within the context of emerging strategic environments.
- Instill awareness of USMC, Joint, Interagency, Combined, and Industry issues and policies.
- Study innovation, business transformation, best practices, and resource management.
- Reflect on contemporary challenges and develop new and innovative solutions.
- Reshape critical thinking skills; refine decision-making and crisis-management practices.
- Consult senior leaders and distinguished speakers from the public, private, and higher education sectors.
- Consider emerging technological and procedural capabilities and their impact on the current operating environment.

The SLDP fully develops Senior Leader (GO/SES) educational matters and synchronizes efforts with external and internal programs. Course descriptions and specific course requirements associated with each grade and assignments are fully illustrated on the MCU/SLDP Website.

Background:

A life-long commitment to learning has always been a keystone of the Marine Corps' Professional Military Education (PME) system. Yet, while General Officers have always been included in the continuum, their educational programs lacked formality, structure, and focus.

The 33th Commandant of the Marine Corps directed that the Marine Corps University (MCU) create a new program to support General Officer PME. The MCU President responded by forming a planning team composed of MCU staff and faculty members and charging them to develop a comprehensive program for providing PME to General Officers.

Initially titled the "General Officer PME" or "GO-PME," the target audience was soon expanded to include the Corps' Senior Executive Service (SES) personnel and the program was renamed the Senior Leader Development Program (SLDP).

The SLDP devised a PME program with a system of Core and Complementary Courses that would support the majority of the Corps' senior leaders. The core courses are enthusiastically recommended for Brigadier through Lieutenant Generals and are broad in content. The Complementary Courses reflect the specialization of specific billets and career tracks, and are best viewed as a menu of available courses rather than a prescribed curriculum.

Core Courses:

Senior level PME actually begins when a Colonel is selected for promotion to Brigadier General, or a civilian Marine for an SES position. Each spring the Marine Corps conducts the Brigadier General Select Orientation Course (BGSOC) and the General Officer Warfighting Course (GOWP), and each of the newest selectees attend. BGSOC and GOWP are the only courses that are actually conducted by the Marine Corps internally. BGSOC coordination is the responsibility of the Special Projects Directorate (SPD) and GOWP is run by the Marine Air Ground Task Force (MAGTF) Staff Training Program. These courses are intended for every senior leader and form the basis of future educational programs.

BGSOC is intended to assist in the transition to Flag and SES rank and gives the Commandant the opportunity to provide his views and his vision of the Corps' future. This 1-week course is held annually and all general officers and SES members must attend within one year of confirmation. This course offers discussion and insight on the strategic, operational, and individual issues associated with becoming a general officer. Spouses are invited and encouraged to attend.

The GOWP is a review of the commander's decision-making requirements associated with the Marine Corps Planning Process. All general officers attend following BGSOC. This 1-week course provides a forum for warfighting discussion, professional development, and practical application for newly selected general and flag officers of the armed forces.

For information regarding BGSOC contact the Deputy Director, Special Projects Directorate at (703) 614-1515. For information regarding GOWP contact the Program Manager, MAGTF Staff Training Program Center at (703) 432-4595.

The next requirement for general officers is the CAPSTONE course conducted by National Defense University. CAPSTONE is unique in that it is the only PME program that is mandated by federal law (title 10, U. S. Code, Section 663) and requires every officer to attend within 24 months of selection to flag rank. The course is intended to provide each officer with a clear understanding of joint and combined operations, but its six-week duration often places a heavy burden on attendees. Once assigned to a flag billet it becomes quite onerous to depart for six-weeks to attend joint PME; nonetheless, it is a legal requirement.

For SES personnel, the Department of Defense conducts a CAPSTONE equivalent course known as APEX. APEX provides an overview of DOD and helps provide a knowledge base for new SES personnel who are often new to the Marine Corps.

The last available Core courses are Strategic Thinking (ST), formerly the Executive Business Course, the Joint Flag Officer Warfighting Course (JFOWC), and Pinnacle.

ST is conducted by the Navy Executive Development Program and is primarily oriented toward improving best business practices, transformation, and knowledge management. ST is designed to assist senior leaders in developing the skill sets required to manage large and highly complex organizations. It exposes students to the latest managerial techniques employed by corporate America and often employs top corporate leaders as guest speakers.

While ST focuses on the managerial aspects of senior leadership, JFOWC is entirely oriented on warfighting. JFOWC is conducted twice per year at the Air University located at Maxwell Air Force Base, Alabama. This course focuses on Joint Warfighting at the operational and strategic level. It is intended to help prepare General Officers for future assignment as Joint Task Force Commanders and other key joint warfighting billets. Both ST and JFOWC are considered post-CAPSTONE courses.

The last offered core course, Pinnacle was created for Lieutenant Generals and is designed to prepare prospective joint/combined force commanders to lead joint and combined forces. Pinnacle builds upon both Capstone and JFOWC.

New for 2012, Pinnacle United Kingdom (Pinnacle UK) is created for Major Generals and Lieutenant Generals and is designed to prepare carefully selected senior officers on issues that impact upon the security of the UK and its principal allies.

Complementary Courses:

After JFOWC and ST, senior leaders are able to begin attending the Complementary Courses. As previously mentioned, these courses support specialized skills and specific billets. Complementary Courses are varied in content, but always rigorous in nature. Since our senior leaders are by definition generalists, each course is available to every officer but

the idea is to provide focused instruction. The goal is to synchronize complementary courses with promotion and assignment decisions. The PME process will serve to make Marine Generals more competitive for high-level joint and combined assignments. Currently the following Complementary Courses are available:

- Arc of Crisis. This 3-day program examines the strategic, cultural, and historical dimensions of Iraq, Iran, and Afghanistan and their impact on U.S. policy and national interests.
- Black Sea Security Program (BSSP). This 1-week program brings together leading policy makers in the Black Sea region with senior US officers to gain a deeper understanding of issues affecting the region and to encourage problem solving in areas of common interest.
- Combined/Joint Force Air Component Commanders Course (C/JFACC). This 1-week course focuses on understanding combined and joint force doctrine and air and space power employment in theater-level operations.
- Combined/Joint Force Land Component Commanders Course (C/JFLCC). This 1-week course is conducted at the U.S. Army War College and prepares commanders to formulate and execute complex land operations with a full spectrum of rapid, decisive and sustained land dominance capabilities.
- Combined/Joint Force Maritime Component Commanders Course (C/JFMCC). This 1-week course prepares future Maritime Component Commanders to plan and execute complex maritime operations.
- Combined/Joint Force Special Operations Component Commanders Course (C/JFSOCC). This 1-week course is designed to prepare C/JFSOCCs and other senior leaders for theater-level leadership at the operational level.
- Enabling Battle Command Workshop (EBCW). This 3-day course provides an overview of the power of information technology, threats and options for senior leaders.
- Joint Executive Management Program (JEM). This 1-week course is designed to deepen the business acumen of senior executives within a joint educational environment.
- Leadership at the Peak (LAP). This 5-day course focuses exclusively on the demands of senior-most leaders, guaranteeing a comfortable, secure environment in which they can evaluate their leadership style and effectiveness and focus on high-level challenges in the company of their peers.
- Leading Innovation (LI). This 1-week seminar is held twice per year and is designed to provide leaders with both the skill set and the mindset to understand the critical nature of innovation as it relates to organizational success. The program focuses on building and sustaining an innovative organization that produces measurable results in a business and organizational context.
- Logitech Executive Course. This 1-week course is held three times per year and focuses on facilitating the transformation of logistics in the DoD with topics focusing on facilitating global enterprise logistics, alliances, change management, risk management and enabling technologies. Listed for reference only. Contact Marine Corps Service Support Systems (MCSSS) at (910) 450-1041 for further information.

- Seminar XXI. This year-long seminar is designed to support National Security Objectives by broadening the understanding and critical thinking skills of participants with regard to international relations theories and their implications for politics, the economy, and society in foreign countries. The seminar explores the implications of these competing interpretations of national aims and behavior for U.S. foreign and military policy.
- Program for Senior Executives in National and International Security (SEINS). This 2-week course is offered once a year and provides a setting for senior executives to deepen their understanding of current security issues, and exercise evaluation and decision-making skills within a group of their peers.
- Senior International Defense Management Course (SIDMC). This four-week course is offered via a service rotational basis with Marine Corps participation first scheduled for 2011. This course enables participants to evaluate relationships between national security strategy and objectives with competing programs in an environment of limited resources.
- Senior Joint Information Operations Applications Course (SJIOAC). This 1-week course is held twice per year and is designed to prepare one- and two-stars (or selects) and senior executive service member equivalents for leadership responsibilities in the planning and execution of information operations from CONUS and deployed sites. All military services send participants to this course.
- Transnational Security Cooperation Senior Executive Course (TSC). This 1-week course is held three times per year and is patterned after the George C. Marshall Center for Security Studies. The TSC is an intensive program for current leaders on the upward track for positions of significant national and possibly international responsibility. The curriculum emphasizes the impact of change in the region, as well as capacities - leader and institutional - to manage change.
- U.S. – South Asia Leader Engagement Program (USSALEP). This 2-week program is held once per year and provides professionals concerned with the security of South Asia an opportunity to enhance the stability of the region by broadening the understanding of strategic perspectives, honing policy-making skills, and developing deeper relationships.
- U.S. – Russia Security Program (USRSP). This 1-week program is held once per year and provides a setting for senior civilian executives and senior U.S. and Russian military officers to discuss national security issues. It focuses on gaining a deeper understanding of both Russian and U.S. worldviews through open discussion of global and regional security issues, defense organization and military reform. Participants include flag and general officers and senior civilian executives in government and their Russian counterparts.

Additional Courses:

Beyond Core and Complementary Courses there is one additional category of GO/SES PME opportunity. Additional courses provide symposiums, seminars or courses of interest to the GO/SES community. Currently the SLDP offers one additional course:

- NATO General, Flag Officers and Ambassadors Course (NGFOAC). This 1-week course is held semi-annually and is designed to enhance individual understanding on current politico-military affairs by familiarizing selected general/flag officers with current and prospective issues facing the alliance and to examine NATO's role in co-operation in the European Security field.

SLDP Core, Complementary and Additional courses are depicted on the following pages within the separate General Officers and Senior Executive Service member's individual progression charts.

General Officer PME Progression Chart

Brigadier General	Major General	Lieutenant General	General
Core Courses			
Brigadier General Select Orientation Course (BGSOC) ¹			
CAPSTONE ²			
General Officers Warfighting Program (GOWP) ¹			
	Joint Flag Officers Warfighting Course (JFOWC) ³		
		Pinnacle	
	Pinnacle UK		
Strategic Thinking (ST) formerly Executive Business Course (EBC) ³			
Complementary Courses			
Arc of Crisis			
Black Sea Security Program (BSSP)			
Combined/Joint Force Air Component Commanders Course (C/JFACC) ⁴			
Combined/Joint Force Land Component Commanders Course (C/JFLCC) ⁵			
Combined/Joint Force Maritime Component Commanders Course (C/JFMCC)			
Combined/Joint Force Special Operations Component Commanders Course (C/JFSOCC)			
Enabling Battle Command Workshop (EBCW)			
	Leadership at the Peak (LAP)		
Leading Innovation (LI) formerly Executive Business Course II (EBC II)			
Logitech Executive Course (Logitech) ⁶			
Seminar XXI			
Senior Executives in National and International Security (SEINS)			
Senior International Defense Management Course (SIDMC)			
Senior Joint Information Operations Application Course (SJIOAC)			
Transnational Security Cooperation Senior Executive Course (TSC)			
US-Russia Security Program (USRSP)			
U.S. – South Asia Leader Engagement Program (USSALEP)			
Additional Courses			
NATO General/Flag Officers and Ambassadors Course (NGFOAC)			

¹ – Listed for reference only. Contact the MAGTF Staff Training Program Center for pertinent information.

² – Mandatory course for all general officers. One reserve component general officer quota is offered annually.

³ – Considered a post-Capstone course. ST is designed for Supporting Establishment GO/SES members.

⁴ – Aviation general officers will take C/JFACC as a core course.

⁵ – Combat Arms general officers will take C/JFLCC as a core course.

⁶ – Listed for reference only. Contact Marine Corps Service Support Systems (MCSSS) for information.

Senior Executive Service PME Progression Chart

SES 1	SES 2	SES 3
Core Courses		
APEX ¹		
Brigadier General Select Orientation Course (BGSOC) ²		
Strategic Thinking (ST) formerly Executive Business Course (EBC)		
Complementary Courses		
Arc of Crisis		
Black Sea Security Program (BSSP)		
Enabling Battle Command Workshop (EBCW)		
Joint Executive Management Program (JEM)		
	Leadership at the Peak (LAP)	
Leading Innovation (LI) formerly Executive Business Course II (EBC II)		
Logitech Executive Course (Logitech) ³		
Seminar XXI		
Senior Executives in National and International Security (SEINS)		
Senior Joint Information Operations Application Course (SJIOAC)		
Transnational Security Cooperation Senior Executive Course (TSC)		
US-Russia Security Program (USRSP)		
U.S. – South Asia Leader Engagement Program (USSALEP)		
Additional Courses		
NATO General/Flag Officers and Ambassadors Course (NGFOAC)		

¹ – For new SES members with less than 2-years as an SES.

² – Listed for reference only. Contact the MAGTF Staff Training Program Center for pertinent information.

³ – Listed for reference only. Contact Marine Corps Service Support Systems (MCSSS) for information.

Lejeune Leadership Institute General Tasks:

- Utilizing the results of the July 2004 National Defense Research Institute Competency Analysis: Potential Tasks Study (PM-1710-OSD) and in conjunction with the SLMB, define, develop, and publish core leadership competencies.
- Create, publish and maintain a GO/SES curriculum catalog that reflects pertinent course information, supported competencies and points of contact for each course offering.
- Establish and maintain quota controls based upon Marine Corps attendance requirements, course preferences, and fiscal and budgetary considerations.
- Create and publish an annual MCU approved academic schedule based upon GO/SES preferences and SLMB noted future assignments. Regularly update, coordinate and report scheduling changes to the President, MCU via established chain of command. Provide end of year and historical participation reports as required.
- Serve as the primary intermediary between GO/SES participants and institutions providing SLDP courses.
- Provide general administrative (data sheets, participant biographies, forms, Invitational Travel Orders) and related support as required to institutions providing SLDP courses.
- Coordinate attendance efforts with appropriate GO/SES aides or executive secretaries.
- Develop, plan, manage, and execute funds for travel, per diem, tuition, and other associated costs of participants to approved SLDP courses within budgetary limits.
- Create, coordinate, and submit appropriate Department of Defense (DoD) budgetary and training forms with LLI fiscal as required.
- Validate SLDP courses through site visits, curriculum reviews, and analysis of GO/SES participant post course surveys.

Manpower Management General Tasks:

- Provide timely annual scheduling development advice and coordination with the LLI based upon known or projected GO/SES future assignments, boards, and conflicting activities.

Apex

MCTFS Code: KG8

1. General. Open only to SES's with less than two years of service as an SES, the APEX 2-week program, held in Washington DC, is essentially the civilian counterpart to the military's CAPSTONE program (for general/flag officers) and is targeted to the Department's senior civilians and senior political appointees. The goal of APEX is to improve executive effectiveness on the job through enhanced leadership and decision-making strategies. It has traditionally led to an increased understanding of Department of Defense structure, processes, and priorities by fostering a sense of jointness. The material covered in the APEX Program addresses issues and topics of common concern, regardless of Component affiliation. Topics include: DoD goals and priorities; transformation, the Joint Chiefs and Joint Commands roles and missions; component and agency plans and perspectives; acquisition; budget and financial administration, management controls; personnel and resources; and leadership. Selections are made based upon MAJCOM prioritization and their management offices input. SES personnel who have attended SLOC are eligible to attend this voluntary course.

2. Course Point of Contact.

Ms. Betty Fisher

Executive Personnel Division
Office of Civilian Human Resources
614 Sicard Street SE, Building 201
Washington Navy Yard, Washington DC 20374-5071

Commercial Phone: (202) 685-6667
Defense Switched Network (DSN) Phone: 325-6667
E-Mail: betty.fisher@navy.mil

Course Web Address: <http://www.whs.mil/HRD/Civilian/CareerDevelopment/DODSponsoredPrograms/ApexOrientation.cfm>

3. Course Objectives.

- Establish a joint approach for interaction among the Office of the Secretary of Defense, the military departments, Defense Agencies, DoD Field Activities and the private sector in order to integrate SES responsibilities with DoD Component priorities.
- Operationalize the SES role with DoDs Transformation.
- Provide an overview of the DoD structure and those processes critical to its operation.
- Provide experiences that expand leadership and strategic thinking skills within the DoD context.
- Provide structured networking opportunities with military and civilian colleagues to reinforce information sharing across functional areas.

4. Course Supported Competencies.

a. General Officer: Not applicable.

b. Senior Executive Service:

Leading Change

External Awareness
Strategic Thinking
Vision

Leading People

Conflict Management
Leveraging Diversity
Developing Others
Team Building

Results Driven

Accountability
Customer Service
Decisiveness
Entrepreneurship
Problem Solving
Technical Credibility

Business Acumen

Financial Management
Human Capital Management

Building Coalitions

Partnering
Political Savvy
Influencing/Negotiating

5. Administrative Tasks.

a. General. Course location is Washington, DC. Although seats are categorized “as required” SLDP funds for 2 seats annually. Department of the Navy (DON) centralized funding covers training and course lodging. SLDP provides funding for all associated Temporary Additional Duty (TAD) costs (travel, meals, and per diem) to include costs for associated course field trips.

b. LLI Tasks.

- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

6. Requirements and Information. Apex is a RESIDENTIAL COURSE. Participants will be required to stay at a pre-selected motel during this course; this includes participants who live within the Washington, DC Metro commuting area. This requirement may be waived.

**Arc of Crisis: Understanding the Challenges to
U.S. National Interest in the Region**

MCTFS Code: KEA

1. General. Open to Brigadier Generals through Major Generals and Senior Executive Service members. Other attendees include military officers (senior field grade through two stars) from all four services. This 3-day program examines the strategic, cultural, and historical dimensions of Iraq, Iran, and Afghanistan and their impact on U.S. policy and national interests. In the next decade, the United States will continue to face serious strategic, economic and political challenges in Iraq, Iran, and Afghanistan. Known as the “Arc of Crisis,” this region stretches from the Middle East to South Asia. This seminar will address in-depth the war on terror, politics of oil, nuclear proliferation and issues of governance. Attendees will have the opportunity to discuss the factors that lie behind these policy challenges.

The stability of the Middle East and America’s relationship with the wider Muslim world will be linked to how effectively the United States addresses the challenges emanating from these three countries. Developments in these three pivotal states will influence the behavior of key American allies from Turkey to Saudi Arabia, Israel and Egypt.

a. Location and information.

The seminar is held at the Capitol Hill Club, 300 First Street, SE, Washington, DC, 20003 in the Presidential Suites on the Fourth Floor. The Capitol Hill Club <http://www.capitolhillclub.com/> is easily accessible via Metro, directly across the street from the Capitol South Station, which is serviced by the Blue and Orange Lines.

For attendees arriving from outside the Washington, DC area, we recommend flying in to either Reagan National Airport (DCA) or Dulles International Airport (IAD). Information on Reagan National Airport can be accessed at <http://www.metwashairports.com/National/>, and information on Dulles International Airport at <http://www.metwashairports.com/Dulles/>.

2. Course Point of Contact.

LtCol BILLEYE S. JUAREZ, USAF

Chief, Senior Leader Development

AF/A1DD, Pentagon Room 4D950

Washington, DC 20003

Commercial Phone: (703) 697-3670

Defense Switched Network (DSN) Phone: 227-3670

E-Mail: billeye.juarez@pentagon.af.mil

Mr. Alan Freed

iris@alanfreedassociates.com

Course Web Address: <http://www.publicpolicyseminars.com/>

Arc of Crisis

Capitol Hill Club

300 First Street, Southeast

Washington, DC 20003

3. Course Objectives. Pending.

4. Course Supported Competencies.

a. General Officer:

Joint Warfighter

Optimizing Joint Capability
Applying Operational and Strategic Art
Joint Perspective

Visioning and Strategic Thinking

Visioning
Strategic Planning
Anticipating 2nd & 3rd Order Effects
Adaptability
Sound Judgment
Managing Information

Global and Cultural Astuteness

Global Awareness
Cross-Cultural Savvy

Life-Long Learning

Self Development
Self Awareness

Tailoring Communication

Adapting Communication
Providing Direction and Delegating
Active Listening

b. Senior Executive Service:

Leading Change

Strategic Thinking
Vision

Results Driven

Entrepreneurship
Problem Solving
Technical Credibility

Building Coalitions

Partnering
Political Savvy
Influencing/Negotiating

5. Administrative Tasks.

a. General. Course location is the Capitol Hill Club, Washington, DC. SLDP funds for 1 seat annually. SLDP covers tuition costs of approximately \$1,985.00 per participant and all associated TAD cost.

b. LLI Tasks:

- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Create and submit SF 182 for tuition payment to the LLI Support Branch for action.
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Register on-line at: <http://www.publicpolicyseminars.com/>.

6. Requirements and Information. The seminar is held at the Capitol Hill Club, 300 First Street, SE, Washington, DC, 20003 in the Presidential Suites on the Fourth Floor. The Capitol Hill Club is easily accessible via Metro, directly across the street from the Capitol South Station, which is serviced by the Blue and Orange Lines.

Black Sea Security Program
(Russian and American Flag Officer Program)

MCTFS Code: KDX

1. General. Open to Brigadier Generals through Generals and Senior Executive Service members. Similar to Senior Executives in International and National Security Program (SEINS). This 1-week program is held once per year at Harvard's John F. Kennedy School of Government in Cambridge, MA. The Black Sea Security Program began in 2001 with the goal of encouraging a regional security system based on cooperation and integration. It is unique in its mission to bring together leading policy makers in the Black Sea region with senior US officers to gain a deeper understanding of issues affecting the region and to encourage problem solving in areas of common interest. The program involves senior military representatives and civilian security specialists from the United States and ten regional countries: Armenia, Azerbaijan, Bulgaria, Georgia, Greece, Moldova, Romania, Russia, Turkey and Ukraine. Since 2005, the program has expanded to include two representatives from Kazakhstan.

2. Course Point of Contact.

Ms. Karen Murphy

John F. Kennedy School of Government
Harvard University
79 JFK Street, B-323
Cambridge, MA 02138

Commercial Phone: (617) 496-3276
Defense Switched Network (DSN) Phone: None
E-Mail: karen_murphy@harvard.edu

Course Web Address: <http://harvard-bssp.org/>

3. Course Objectives.

- Deepen participants' understanding of global and regional strategy, defense organization, and military reform and restructuring;
- Identify the very broad common areas of agreement that exist among the Black Sea nations and expose their officials and the US participants to the strong common history and shared values of the region;
- Highlight the specific areas of current cooperation on issues of vital interest to these countries and, at the same time, identify those issues which divide them and present challenges to regional cooperation;
- Expose the Black Sea officials to the free flow of ideas inherent in the pluralistic American system and within the US national security community itself by engaging them with policy makers who represent a wide range of viewpoints.

4. Course Supported Competencies.

a. General Officer:

Joint Warfighter

Applying Operational and Strategic Art
Visioning and Strategic Thinking
Visioning
Strategic Planning
Sound Judgment

Fostering Collaborative Relationships

Building Coalitions
Building Trust

Global and Cultural Astuteness

Global Awareness
Cross-Cultural Savvy
Tailoring Communication
Adapting Communication

b. Senior Executive Service:

Leading Change

External Awareness
Strategic Thinking
Vision

Results Driven

Decisiveness
Entrepreneurship
Problem Solving

Building Coalitions

Partnering
Political Savvy
Influencing/Negotiating

5. Administrative Tasks.

a. General. Course location is Harvard, MA. SLDP funds for 2 seats annually. SLDP covers TAD costs, no tuition is required. Lodging, meals and administrative fees are paid via the participants Government Travel Credit Card through DTS utilizing the SLDP accounting code.

b. LLI Tasks.

- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- *Ensure attendees have a Government Travel Credit Card for use of payment of lodging, meals, and administrative fees to Harvard.*
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Utilize Government Travel Credit Card to pay Harvard's lodging, meals, and administrative fees. Such charges usually run approximately \$1,500.00 and will be reflected during the TAD settlement process.

6. Requirements and Information.

- Billeting, meals and local transportation arranged by the Kennedy School.
- Delegates visit Brussels for briefing at NATO and SHAPE headquarters.
- Pentagon briefing and military installation visit at the conclusion of the seminar.
- Completion certificate awarded.

Brigadier General Select Orientation Course (BGSOC)

MCTFS Code: KGV

1. General. *Listed within SLDP for reference only, for information regarding BGSOC contact the Deputy Director, Special Projects Directorate at (703) 614-1515.* All General Officers and Senior Executive Service members must attend within one year of confirmation. This 1-week course is held annually at Headquarters, U.S. Marine Corps, Washington, DC. Coordination for this event is the responsibility of the Special Projects Directorate (SPD). Hosted by the Commandant of the Marine Corps, this course is intended for officers selected for Brigadier General and is designed to assist in the transition to flag rank. This course offers discussions and insights on the strategic, operational and individual issues associated with becoming a general officer. Participants are provided with an understanding of the strategic vision required by general officers; general officer personal and professional responsibilities; general officer professional development; and the goals, status, and major issues concerning the Marine Corps. Spouses are invited and encouraged to attend. For spouses requiring transportation, and upon the Assistant Commandant's authorization, SPD will issue invitational travel orders designed to cover transportation expenses only.

2. Course Point of Contact.

Ms. Iris Martinez

Deputy Director

Special Projects Directorate (SPD)

Building FOB #2

Washington, DC 20380-1775

Commercial Phone: (703) 614-1515

Defense Switched Network (DSN) Phone: None

E-Mail: iris.martinez@usmc.mil

Course Web Address: <http://www.marines.mil/unit/dmcs/spd/Pages/BGSOCEvent.aspx>

3. Course Objectives.

- Comprehend the USMC position on major/current topics
- Comprehend how the USMC engages in the legislative process
- Comprehend USMC policies/procedures on Equal Opportunity
- Apply effective media skills
- Comprehend the optimum role of the Commander-Spouse team

4. Course Supported Competencies.

a. General Officer:

Joint Warfighter

Optimizing Joint Capability
Applying Operational and Strategic Art
Joint Perspective

Life-Long Learning

Self Development
Self Awareness

b. Senior Executive Service:

Leading Change

External Awareness
Strategic Thinking
Vision

5. Administrative Tasks. None. Coordination for this course is the responsibility of the Special Projects Directorate.

6. Requirements and Information. Contact the Special Projects Directorate for information.

Capstone

MCTFS Code: KGW

1. General. A mandatory (required by law, title 10, U.S. Code, Section 663) for all active duty Brigadier Generals, to include selectees (who must attend within two years after confirmation) and one selected reserve Brigadier General per year. This 5-week course is held four times per year at the National Defense University (NDU), Ft McNair, Washington, DC. CAPSTONE consists of seminars, case studies, informal discussions, visits to key US military commands within the continental United States, and overseas trips to Europe, the Pacific, and the Western Hemisphere. CAPSTONE focuses on the employment of U.S. forces in joint and combined operations to support national policy objectives. It provides personal interaction with Combatant Commanders, other senior U.S. commanders and retired four-star general and flag officers to provide advice and guidance. Additionally, NDU offers a unique, optional program for spouses of CAPSTONE attendees. This program is offered in conjunction with the final (sixth) week of the CAPSTONE Course.

2. Course Point of Contact.

Ms. Bonnie Swanson
National Defense University
Eisenhower Hall, Building 59, Room #280
408 4th Avenue
Ft. McNair
Washington, DC 20319-5062

Commercial Phone: (202) 685-4260
DSN Phone: 325-2330
Fax: (202) 685-4256
E-Mail: swansonb@ndu.edu

LtCol Theresa Walsh, USA
(Reserve Quotas)

(703) 693-4202

Theresa.Walsh@osd.mil
theresa.walsh@us.army.mil

Course Web Address: <http://www.ndu.edu/capstone>

3. Course Objectives.

- Analyze the national security policy process, to include the integration of the instruments of national power in support of the national security and national military strategies.
- Enhance the understanding and coordination for Joint Doctrine and the Joint Operational Art.
- Comprehend Service, joint, interagency, and multinational capabilities and how these capabilities are best integrated to attain national security objectives.
- Comprehend how joint, service, and multinational battle space systems are integrated in support of theater strategies.
- Comprehend the impact of defense acquisition programs and policies and their implications for enhancing our joint military capabilities.
- Analyze the relationship between the military and cabinet-level departments, Congress, NSC, DOD agencies, and the public.

4. Course Supported Competencies.

a. General Officer:

Joint Warfighter

Optimizing Joint Capability
Applying Operational and Strategic Art
Joint Perspective

Visioning and Strategic Thinking

Visioning
Strategic Planning
Anticipating 2nd & 3rd Order Effects
Adaptability
Sound Judgment
Managing Information

Fostering Collaborative Relationships

Building Teams
Building Coalitions
Building Trust

Global and Cultural Astuteness

Global Awareness
Tailoring Communication
Adapting Communication

b. Senior Executive Service: Not applicable.

5. Administrative Tasks.

a. General. Course location is Washington, DC. Quotas are 12 active duty component general officers plus 1 reserve component general officer annually. Mandatory required by law, (title 10, U.S. Code, Section 663) for all *active duty* Brigadier Generals, to include selectees, who must attend within two-years after confirmation. This course is *not* mandatory for reserve component personnel. Course is fully funded by National Defense University for active duty component participants. SLDP funds tuition for reserve component participants at the (current estimated) cost of \$10,100.00. No TAD costs are incurred by SLDP.

b. LLI Tasks.

- Create and submit SF 182 for reserve component participant tuition payment to the LLI Support Branch for action.
- Send, collect and collate participant course datasheets. De-conflict participants overseas trip preferences.
- Send collated course datasheets and participant biographies to course POC as required. *Ensure participants meet the requirements listed below.*

c. Participant Tasks. Once selected:

- Complete and return Course Registration Datasheets. Denote overseas trip preference (EUCOM, SWA, PACOM, or Western Hemisphere). Listed preference is *not* a guarantee of assignment.
- Ensure possession of a valid government passport (burgundy colored) that does not expire until at least 6 months after course completion.
- Possess Top Secret security clearance and be eligible for SCI access.
- Posses all required immunizations.

6. Requirements and Information. Capstone is the only course within the United States Marine Corps where congress mandates attendance. Active duty component general/flag officers are required to attend within two years of senate confirmation.

Combined/Joint Force Air Component Commander (C/JFACC) Course

MCTFS Code: KGJ

1. General. Open to active duty Brigadier Generals or Brigadier General selects through Major Generals. Both 1-week courses are held twice per year at CADRE, Maxwell AFB, Alabama. The C/JFACC courses focuses on understanding combined and joint force doctrine and air and space power employment in theater-level operations. All military services send one- and two-stars (or selects) to these courses. The focus for both courses is on warfighting, military doctrine, and the application of unified, joint and combined combat forces with particular emphasis on air power employment in theater-level operations.

The Combined Force Air Component Commanders (CFACC) course has a desired mix of 5 U.S. Air Force, 2 U.S. Navy, 2 U.S. Marine Corps, 1 U.S. Army and 8 allied flag officers. This course is designed to prepare potential Combined Force Air Component Commanders for theater-level combat leadership responsibilities.

The Joint Force Air Component Commanders (JFACC) course has a desired mix of 8 U.S. Air Force, 4 U.S. Navy, 3 U.S. Marine Corps, and 2 U.S. Army. This course is designed to prepare potential Joint Force Air Component Commanders for theater-level combat leadership responsibilities.

2. Course Point of Contact.

Ms. Helene House

Course Manager

Air University

College of Aerospace Doctrine, Research & Education

325 Chennault Circle

Maxwell Air Force Base, AL 36112-6428

Commercial Phone: (334) 953-5101

Defense Switched Network (DSN) Phone: 493-5101

Fax: (334) 953-7639

E-Mail: helene.house@maxwell.af.mil

Course Web Address: <http://www.carlisle.army.mil/usawc/dmspo/Academic/JointFlagOfficerCourses/JointFlagOfficerCourses.htm>

3. Course Objectives.

- Comprehend the role and functions of the C/JFACC to include relationships with and the perspectives of the Combatant Commanders, JFC and component commanders
- Understand joint and service doctrine applicable to the planning and execution of air operations in support of theater plans and operations
- Understand theater-level strategy development and the development of military objectives, end states and a joint concept of operations
- Understand a theater air strategy that supports the JFC's campaign plan
- Understand the process of developing and executing joint air operations plans

- Understand issues related to C/JFACC functioning (i.e., air defense, airspace coordination, theater missile defense, fire support coordination, targeting, ROE, etc.)

4. Course Supported Competencies.

a. General Officer:

Joint Warfighter

Optimizing Joint Capability
Applying Operational and Strategic Art
Joint Perspective

Leading Organizations and People

Moral Courage
Ethical Leadership
Developing Others

Visioning and Strategic Thinking

Visioning
Strategic Planning
Anticipating 2nd & 3rd Order Effects
Adaptability
Sound Judgment
Managing Information

Fostering Collaborative Relationships

Building Teams
Building Coalitions
Negotiating
Building Trust

Global and Cultural Astuteness

Global Awareness
Cross-Cultural Savvy

Tailoring Communication

Adapting Communication
Provide Direction and Delegating
Active Listening

b. Senior Executive Service: Not applicable.

5. Administrative Tasks.

a. General. Course location is Maxwell Air Force Base, AL. Quota of 5 annually (2 to CFACC and 3 to JFACC). No tuition required, SLDP pays all associated TAD costs.

b. LLI Tasks.

- Send and receive completed TAD Worksheet to/from participant. Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA). Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- *Submit SF 86 Questionnaire for National Security Positions to Air University Program Security Officers no later than 30 days prior to course start date.*
- Complete the issued TAD Worksheet and return. Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

6. Requirements and Information.

- **New Requirement!** SF 86 Questionnaire for National Security Positions **MUST** be submitted Air University Program Security Officers, NLT 30 business days prior to course start date!
- **RENTAL CAR AUTHORIZATION DISCOURAGED.** Ground transportation is readily available for arrival and departure of attendees. A continuous shuttle service between lodging and course location is provided. Parking space is limited, use of the daily shuttle is recommended.
- Single refreshment fee collected at the start of the course. All other charges (reception, working lunches and dinners, quarters, phone calls are consolidated into a single bill paid to the AFDDEC/WEF Protocol Office. Government Travel Credit Card is utilized to pay these fees.

Combined/Joint Force Land Component Commander (C/JFLCC) Course

MCTFS Code: KGK

1. General. Open to Brigadier Generals through Major Generals, targeted at division/assistant division commanders and commanders of equivalent theater-level commands. Course includes U. S. Navy, U. S. Air Force, and Coalition Commanders. CFLCC has removed classified material in order to allow foreign students access to the course. C/JFLCC is a senior officer level professional education course conducted at the U.S. Army War College, under the direction of Training and Doctrine Command (TRADOC). Commanders will prepare themselves to formulate and execute complex land operations that provide Combatant Commanders with a full spectrum of rapid, decisive and sustained land dominance capabilities that are critical to effective national policy accomplishment.

This 1-week course is held three times per year at Carlisle Barracks, PA. The C/JFLCC course prepares senior officers to function effectively as Land Component Commanders for theater-level operations conducted in a combined, joint, multinational, and interagency environment. All military services send one- and two-stars (or selects) to this course.

2. Course Point of Contact.

Ms. Deborah S. Knowles

Course Manager
Dept of Military Strategy, Plans & Ops
U. S. Army War College
Carlisle Barracks
Carlisle, PA 17013-5242

Commercial Phone: (717) 245-3452

DSN Phone: 242-3769

Fax: None

E-Mail: Deborah.S.Knowles@us.army.mil

Professor Glen K. Cunningham

Deputy Director
Professor of Joint Landpower
US Army War College
122 Forbes Avenue (A314)
Carlisle Barracks PA 17013-5242

(717) 245-3447

242-3447

(717) 245-3769

Glen.Cunningham@carlisle.army.mil

Course Web Address: <https://www.carlisle.army.mil/jflcc/>

3. Course Objectives.

- Assess the criticality of guidance to the staff, US, and coalition subordinate commanders. Address functions, organization, and operational level systems used, to include joint functions of command and control, intelligence, fires and effects, movement and maneuver, protection, and sustainment in a multinational environment.
- Identify, organize, and provide mission-readiness information to the regional combatant commander to attain military objectives. Execute the roles and responsibilities of the commander and staff in planning, coordinating, and synchronizing campaign plan execution.
- Anticipate challenges of transitioning operations from combat to stability and support operations throughout the depth and breadth of the area of operations.

- Compose roles and responsibilities in support of international policy objectives.
- Develop and issue guidance on forming and echeloning command post facilities/centers.
- Identify critical interfaces and resolve operational-level systems issues in a joint, coalition, and interagency environment.

4. Course Supported Competencies.

a. General Officer:

Joint Warfighter

Optimizing Joint Capability
Applying Operational and Strategic Art
Joint Perspective

Leading Organizations and People

Moral Courage
Ethical Leadership
Developing Others

Visioning and Strategic Thinking

Visioning
Strategic Planning
Anticipating 2nd & 3rd Order Effects
Adaptability
Sound Judgment
Managing Information

Fostering Collaborative Relationships

Building Teams
Building Coalitions
Negotiating
Building Trust

Global and Cultural Astuteness

Global Awareness
Cross-Cultural Savvy

Tailoring Communication

Adapting Communication
Provide Direction and Delegating
Active Listening

b. Senior Executive Service: None.

5. Administrative Tasks.

a. General. Course location is the U.S. Army War College, Carlisle PA. Quota of 5 annually (2 per joint class, offered twice per year and 1 to the combined class, offered once per year). No tuition costs, SLDP pays all associated TAD costs.

b. LLI Tasks.

- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

6. Requirements and Information. None.

Combined/Joint Force Maritime Component Commander (C/JFMCC) Course

MCTFS Code: KGD

1. General. Open to Brigadier Generals through Major Generals. This 1-week course is held 3 times per year. The CFMCC course, designed for Brigadier Generals, is held at either Hawaii, Bahrain or Italy. The JFMCC course, designed for Major Generals, is held at the Naval War College, New Port, Rhode Island.

The purpose of the CFMCC course is to develop a network of leaders, focused on the operational level, in support of cooperation in the theater, oriented toward maritime security. It serves as a forum to develop and deepen relationships among stakeholders/nations in the framework of regional challenges. It also helps to evolve the Combined Maritime Command and Control concepts and mechanisms, while advancing the understanding of those security issues facing participating nations.

The purpose of the JFMCC course is to prepare future Maritime Component Commanders to plan and execute complex maritime operations. The JFMCC course addresses the practical challenges confronting the maritime operational commander. Regional concerns, and the capabilities to address those concerns, are the basis for course discussions and study. The course considers existing JFMCC concepts and doctrine, operational-level capabilities, command and control processes and applications, and the considerations and expectations of joint force commanders as well as supporting functional component commanders.

Senior mentors ensure course and session objectives are met. Experienced subject matter experts are utilized as session instructors to develop perspectives necessary to effectively employ naval forces in joint, coalition, or interagency environments.

2. Course Point of Contact.

Lt Deanne, McPherson, USN

Spec Asst for Flag Officer Matters
Flag Officer Management Office (N00F)
Navy Annex, FOB #2 Room #2066
Washington, DC

Commercial Phone: (703) 695-4989
Defense Switched Network (DSN) Phone: 224-1129
Fax: (703) 693-7694
E-Mail: deanne.mcpherson@navy.mil

LCdr Sean Carroll, USN

JFMCC Flag Course Coordinator
US Naval War College
686 Cushing Road
Newport, RI 02841

(401) 841-3684
None
None
sean.carroll@navy.mil

JFMCC Web Address: <http://www.usnwc.edu/Academics/Flag-And-General-Officer-Courses/Joint-Force-Maritime-Component-Commander.aspx>

CFMCC Web Address: <http://www.usnwc.edu/Academics/Flag-And-General-Officer-Courses/Combined-Force-Maritime-Component-Commander.aspx>

3. Course Objectives.

- Develop and deepen relationships among partner nations in the framework of regional challenges.
- Serve as a forum to evolve Combined Maritime Command and Control concepts and mechanisms, and eliminate impediments to effective coordination
- Advance the understanding of those security issues facing participating nations.

4. Course Supported Competencies.

a. General Officer:

Joint Warfighter

Optimizing Joint Capability
Applying Operational and Strategic Art
Joint Perspective

Leading Organizations and People

Moral Courage
Ethical Leadership
Developing Others

Visioning and Strategic Thinking

Visioning
Strategic Planning
Anticipating 2nd & 3rd Order Effects
Adaptability
Sound Judgment
Managing Information

Fostering Collaborative Relationships

Building Teams
Building Coalitions
Negotiating
Building Trust

Global and Cultural Astuteness

Global Awareness
Cross-Cultural Savvy

Tailoring Communication

Adapting Communication
Provide Direction and Delegating
Active Listening

b. Senior Executive Service: None.

5. Administrative Tasks.

a. General. Quota of 3 (2 to CFMCC and 1 to JFMCC) annually. No tuition required, SLDP pays all TAD costs.

b. LLI Tasks.

- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- Ensure completion of the prerequisite Capstone course.
- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Possess Top Secret security clearance and be eligible for SCI access if selected for JFMCC.

6. Requirements and Information.

- Sessions will be held up to the TS SCI classification level for the joint course.
- Capstone is a prerequisite for this course.
- Individual Executive coach assigned for the combined course.

Combined/Joint Force Special Operations Component Commander Course
(C/JFSOCC)

MCTFS Code: KGM

1. General. Open to Brigadier Generals (to include selects) through Major Generals. This 1-week course is held once per year (May or June timeframe) at the Davis Conference Center, MacDill Air Force Base, Florida.

The Combined/Joint Special Operations Force Component Commander's Course is designed to prepare C/JFSOCCs and other senior leaders for theater-level leadership at the operational level. Additionally, the Combined Force Special Operations Component Commander course encourages participation by international officers. The course advances senior leader understanding of the complexities of major joint, combined, interagency and multinational operations conducted to accomplish strategic objectives.

2. Point of Contact.

LAURA J. STENGER

Senior Education Division, GS-13
Joint Special Operations University
7701 Tampa Point Blvd.
MacDill AFB, FL 33621

Commercial Phone: (813) 826-3670
Defense Switched Network (DSN) Phone: 299-3670
E-Mail: laura.stenger@socom.mil

Course Web Address: <https://jsou.socom.mil/Pages/Default.aspx>

Course is referenced in the CJCSI 1800.01D, 15 July 2009 which may be accessed at:
http://www.dtic.mil/cjcs_directives/cdata/unlimit/1800_01.pdf (see Encl: E, Appendix L)

3. Course Objectives.

- Roles and functions of the C/JFSOCC
- Alliances, coalitions, joint and service doctrine
- Theater-level strategy
- SOF in complex operations
- Joint operations planning
- Interagency partnerships
- Key processes, components and systems

4. Course Supported Competencies.

a. General Officer:

Joint Warfighter

Optimizing Joint Capability
Applying Operational & Strategic Art
Joint Perspective

Visioning and Strategic Thinking

Visioning
Strategic Planning
Anticipating 2nd & 3rd order Effects
Adaptability
Sound Judgment
Managing Information

Fostering Collaborative Relationships

Building Teams
Building Coalitions
Negotiating
Building Trust

Tailoring Communication

Adapting Communication
Provide Direction and Delegating

b. Senior Executive Service:

Leading Change

Creativity and Innovation
External Awareness
Flexibility
Resilience
Strategic Thinking
Vision

Leading People

Leveraging Diversity
Developing Others
Team Building

Results Driven

Accountability
Decisiveness
Problem Solving

Building Coalitions

Partnering
Political Savvy
Influencing/Negotiating

5. Administrative Tasks.

a. General. Course location is the Davis Conference Center, MacDill Air Force Base, Florida. Quota of 1 annually. No tuition required, SLDP pays all associated TAD costs.

b. LLI Tasks.

- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Update and track within SLDP academic schedule.
- Send participant biography to course POC.

c. Participant Tasks. Once selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

6. Requirements and Information. None.

Enabling Battle Command Workshop (EBCW)

MCTFS Code: KDY

1. General. Open to Brigadier Generals through Generals and Senior Executive Service Members, the EBCW is a 3-day course held at the MITRE-1 Building, 7525 Colshire Drive, McLean, VA 22102-7539. This course provides an overview of the power of information technology, threats and options for senior leaders in the “Being Digital” mode. MITRE Corporation follows with a presentation on the basics of information technology in the Transport, Software and Information Assurance modules. Intelligence, Operations, and Signal leaders then discuss current struggles and the session concludes with a module for future combat systems.

2. Point of Contact.

Mr. John T. Martin III
Strategic Planner
HQDA CIO/G-6, Strategic Communications
Pentagon, Washington, DC 20003

Ms. Dawn Ross (primary)
(703) 692-8312
dawn.ross@conus.army.mil

Commercial Phone: (703) 604-2051
Defense Switched Network (DSN) Phone: 223-3064
Fax: (703) 692-9753
E-Mail: john.martiniii@us.army.mil

Ms. Allyson Smith (alternate)
(703) 983-3374
amsmith@mitre.org

Course Web Address: None.

3. Course Objectives. Pending.

4. Course Supported Competencies.

a. General Officer:

Leading Organizations and People
Resource Stewardship

Visioning and Strategic Thinking
Visioning
Strategic Planning
Anticipating 2nd & 3rd order Effects
Adaptability
Sound Judgment
Managing Information

Tailoring Communication
Adapting Communication
Provide Direction and Delegating

b. Senior Executive Service:

Leading Change
Vision

Results Driven
Problem Solving
Technical Credibility

Business Acumen
Technology Management

5. Administrative Tasks.

a. General. Course location is MITRE-1 Building, 7525 Colshire Drive, McLean, VA 22102-7539. SLDP funds for 4 seats annually. No tuition required, SLDP pays all associated TAD costs.

b. LLI Tasks.

- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

6. Requirements and Information.

- Airports. Utilize Dulles International (closest) or Reagan national Airport.
- Parking. When approaching the MITRE1 building, parking is available directly to the right. Participants will have a reserved spot indicated by name. Additional spots will roll over to the West Parking Lot.
- Entrance. Enter the MITRE1 building via the main lobby entrance and you will be directed to room 2H390.
- Dress. Civilian Business Casual – collared shirts and slacks.
- Security Clearance. Participants fax their TS/SCI credentials (must have SI/TK tickets) to Ms. Gail Shelton at Fax: (703) 983-6012. Office phone: (703) 983-6358.
- Hotels. The following hotels are suggested for use:

McLean Hilton Tyson's Corner

7920 Jones Beach Drive
McLean, VA 22102
(703) 847-5000

Staybridge Suites

6845 Old Dominion Road
McLean, VA 22101
(703) 448-5400

The Ritz-Carlton, Tyson's Corner

1700 Tyson's Boulevard
McLean, VA 22102
(703) 917-5700

Tyson's Westpark Hotel

8401 Westpark Drive
McLean, VA 22102
(800) 533-3301

General Officer Warfighting Program (GOWP)

MCTFS Code: KGP

1. General. *Listed within SLDP for reference only, for information regarding GOWP contact the Program Manager, MAGTF Staff Training Program Center at (703) 432-4595.* All General Officers attend following BGSOC. Senior Executive Service members may attend as an elective. This 1-week course is held annually at Headquarters, U.S. Marine Corps, Washington, DC. The GOWP provides a forum for warfighting discussion, professional development, and practical application for newly selected general and flag officers of the armed forces. It provides training in MAGTF warfighting skills within the context of a Joint and Combined environment in order to improve the warfighting skills of senior commanders (Marine Expeditionary Force and Marine Expeditionary Brigade levels) and their staffs, and to provide feedback into the Expeditionary Force Development System (FEDS). GOWP consists of a series of seminars (facilitated by the MSTP senior mentor team) followed by practical applications. MSTP senior mentors are retired three and four star general officers that conduct the program and provide a unique dimension to the course.

- a. MSTP Senior Mentors: Gen R. I. Neal, USMC (Ret)
LtGen G.R. Christmas, USMC (Ret)
LtGen B.B. Knutson, USMC (Ret)
LtGen G.S. McKissock, USMC (Ret)

2. Course Point of Contact.

Mr. Bowen Rose

Program Manager
MAGTF Staff Training Program Center
2042 South Street
Quantico, VA 22134-5067

Commercial Phone: (703) 432-4565/4868
Defense Switched Network (DSN) Phone: None.
E-Mail: bowen.rose.ctr@usmc.mil

Course Web Address: <https://www.mstp.usmc.mil/POIs/GOWP/default.aspx>

3. Course Objectives.

- Analyze the Marine Corps Planning Process
- Evaluate the MAGTF and how it fights
- Analyze service and functional competency
- Apply intelligence systems to support the commander
- Apply fire support principles and techniques in support of the MAGTF
- Apply logistical systems in support of the MAGTF

4. Course Supported Competencies.

a. General Officer:

Joint Warfighter

Optimizing Joint Capability

Applying Operational and Strategic Art

Joint Perspective

Leading Organization and People

Resource Stewardship

Visioning and Strategic Thinking

Anticipating 2nd and 3rd Order Effects

Adaptability

Sound Judgment

Fostering Collaborative Relationships

Building Coalitions

b. Senior Executive Service: None.

5. Administrative Tasks. None. Coordination for this course is the responsibility of the MAGTF Staff Training Program Center.

6. Requirements and Information. Contact the MAGTF Staff Training Program Center for information.

Joint Executive Management Program (JEM)

MCTFS Code: KGQ

1. General. Open to Senior Executive Service members, this 1-week program is targeted at tier 1 and 2 executives. This course is designed to deepen the business acumen of senior executives within a joint educational environment. This course affords participants the opportunity to collaborate and share ideas and viewpoints within an education setting. Selections are made based upon MAJCOM prioritization and their management offices input.

2. Course Point of Contact.

Ms. Betty Fisher

Executive Personnel Division

Office of Civilian Human Resources

614 Sicard Street SE, Building 201

Washington Navy Yard, Washington DC 20374-5071

Commercial Phone: (202) 685-6667

Defense Switched Network (DSN) Phone: 325-6667

E-Mail: betty.fisher@navy.mil

Course Web Address: http://www.public.navy.mil/donhr/executivemanagement/ExecutiveDevelopmentandResources/Documents/DoD_JEM_FY-11.pdf

3. Course Objectives.

- The role of senior executives in the joint environment.
- Executive decision-making.
- Strategic plan diagnosis and execution.
- Negotiations and collaboration.
- Managing people.
- Driving organizational change.
- Customer focus.

4. Course Supported Competencies.

a. General Officer: Not applicable.

b. Senior Executive Service:

Leading Change

External Awareness
Strategic Thinking
Vision

Leading People

Conflict Management
Leveraging Diversity
Developing Others
Team Building

Results Driven

Accountability
Customer Service
Decisiveness
Entrepreneurship
Problem Solving
Technical Credibility

Business Acumen

Financial Management
Human Capital Management

Building Coalitions

Partnering
Political Savvy
Influencing/Negotiating

5. Administrative Tasks.

a. General. Course location is Washington, DC. Although seats are categorized “as required” SLDP funds for 1 seat annually. Department of the Navy (DON) centralized funding covers training and course lodging. SLDP provides funding for all associated TAD costs (travel, meals, and per diem).

b. LLI Tasks.

- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Send participant nomination information to course point of contact.
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- Complete the issued TAD Worksheet and return.
- Furnish required participant nomination information:
 1. Name
 2. Title
 3. Nominees phone number and email
 4. Supervisor's Name
 5. Supervisor's telephone number and email
 6. Was this course recommended on nominee's Talent Feedback letter - YES OR NO
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

6. Requirements and Information. Complete and return participant nomination information.

Joint Flag Officer Warfighting Course (JFOWC)

MCTFS Code: KGS

1. General. Open to Major Generals from all four services. This 2-week course is held twice per year at CADRE, Maxwell AFB, Alabama. JFOWC is the senior PME course within DoD. The chiefs of staff of all four branches of the US armed forces own and control the course. The course prepares two-star officers of all four services for the responsibilities of theater-level combat leadership. It is tailored to provide our future theater commanders in chief (CINC), service component, and joint task force (JTF) commanders with a broad perspective of the strategic and operational levels of war. Instruction comes from senior national civilian and military representatives, flag officers serving as CINCs, and retired, battle-tested officers.

2. Course Point of Contact.

Mr. Patrick Browning

Course Manager, JFOWC

CADRE/WSF

401 Chennault Circle

Maxwell AFB AL 36112-6428

Commercial Phone: (334) 953-5101/6308

Defense Switched Network (DSN) Phone: 493-5101 or 493-7639

Fax: (334) 953-7639

E-Mail: patrick.browning@maxwell.af.mil

Web Address: http://www.au.af.mil/au/cf/au_catalog_1999_2000/catalog2000_33_warfare_studies.html

3. Course Objectives.

- Apply theater strategic and operational-level decision-making skills
- Understand the linkage between national values and interests, national security strategy, national military strategy and the application of joint military power
- Analyze the complexities of unified, joint and combined operations
- Comprehend the unique challenges of command at three-and four-star levels

4. Course Supported Competencies.

a. General Officer:

Joint Warfighter

Optimizing Joint Capability

Applying Operational and Strategic Art

Joint Perspective

Visioning and Strategic Thinking

Visioning

Strategic Planning

Anticipating 2nd & 3rd Order Effects

Adaptability

Sound Judgment

Managing Information

Fostering Collaborative Relationships

Building Teams

Building Coalitions

Global and Cultural Astuteness

Global Awareness

Tailoring Communication

Adapting Communication

4. Course Supported Competencies.

a. General Officer:

Joint Warfighter

Optimizing Joint Capability
Applying Operational and Strategic Art
Joint Perspective

Visioning and Strategic Thinking

Visioning
Strategic Planning
Anticipating 2nd & 3rd Order Effects
Adaptability
Sound Judgment
Managing Information

Fostering Collaborative Relationships

Building Teams
Building Coalitions
Global and Cultural Astuteness
Global Awareness
Tailoring Communication
Adapting Communication

b. Senior Executive Service: None.

5. Administrative Tasks.

a. General. Course location is Maxwell Air Force Base, AL. Quota of 2 per class, 2 classes per year, total of 4 annually. No tuition required, SLDP pays all associated TAD costs. LtGen Knutson, USMC (Ret) is usually assigned as Senior Mentor.

b. LLI Tasks.

- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- *Submit SF 86 Questionnaire for National Security Positions to Air University Program Security Officers no later than 30 days prior to course start date.*
- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

6. Requirements and Information.

- Capstone is a prerequisite of this course.
- **New Requirement!** SF 86 Questionnaire for National Security Positions MUST be submitted Air University Program Security Officers, NLT 30 business days prior to course start date!
- **RENTAL CAR AUTHORIZATION DISCOURAGED.** Ground transportation is readily available for arrival and departure of attendees. A continuous shuttle service between lodging and course location is provided. Parking space is limited, use of the daily shuttle is recommended.
- Single refreshment fee collected at the start of the course. All other charges (reception, working lunches and dinners, quarters, phone calls are consolidated into a single bill paid to the AFDDEC/WEF Protocol Office. Government Travel Credit Card is utilized to pay these fees.

Leadership at the Peak (LAP)

MCTFS Code: KG9

1. General. Open to Major Generals through Generals and equivalent Senior Executive Service (SES) members. This 1-week program is held twelve times per year at The Center for Creative Leadership's Colorado Springs Campus, CO. This course focuses exclusively on the demands of senior-most leaders, guaranteeing a comfortable, secure environment in which they can evaluate their leadership style and effectiveness and focus on high-level challenges in the company of their peers. It blends self-discovery, self-development and fitness activities and sets it all against a backdrop of contemporary business themes.

2. Course Point of Contact.

Ms. Cathleen Loomis
Senior Project Manager
Center for Creative Leadership
One Leadership Place
P.O. Box 26300
Greensboro, NC 27438-6300

Commercial Phone: (336) 286-4495

Fax: (336) 282-3284

E-Mail: loomisc@leaders.ccl.org

Web Address: <http://www.ccl.org/leadership/forms/programs/tuitionDatesListing.aspx?pagelD=1225>

3. Course Objectives.

- Receive a full assessment of whom and where you are as a leader; a comparison of yourself and others at the same professional level; and a thorough fitness evaluation, with an emphasis on how to handle stress and workplace health issues. The program includes optional fitness hikes and Pilates or yoga workouts.
- Learn about how you are perceived by others. You will get intensive personalized feedback from colleagues in the program and 360-degree feedback from direct reports back home.
- Focus on improving your public image and your communication skills through a simulated television interview.
- Understand how you, as a leader, create or improve the environment in which you lead.
- Enhance your executive capabilities around talent management.
- Begin behavioral changes that will have long-term value for you, your organization and your company's shareholders.
- Broaden your network of executive colleagues.
- Develop a plan of action that encompasses both fitness and leadership development goals.

4. Supported Competencies.

a. General Officer:

Leading Organizations and People

Ethical Leadership
Developing Others
Taking Care of People
Inspiring and Transforming
Resource Stewardship
Establishing a Culture of Accountability

Fostering Collaborative Relationships

Building Teams
Building Coalitions
Building Trust
Life-Long Learning
Self Development
Self Awareness

Tailoring Communication

Providing Direction and Delegating
Active Listening

b. Senior Executive Service:

Leading Change

Flexibility
Resilience
Vision

Leading People

Conflict Management
Leveraging Diversity
Developing Others
Team Building

Results Driven

Accountability
Decisiveness
Problem Solving

Business Acumen

Human Capital Management
Building Coalitions
Partnering
Influencing/Negotiating

5. Administrative Tasks.

a. General. Course location is the Center for Creative Leadership, Colorado Springs, CO. Although seats are categorized “as required” SLDP funds for 2 seats annually. SLDP pays tuition (currently \$9,158.00) and all associated TAD costs.

b. LLI Tasks.

- **Ensure registration of participants 08-12 weeks in advance of course start date**
- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Create and submit SF 182 for tuition payment to the LLI Support Branch for action.
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- **Registration and course work should be started 08-12 weeks in advance** utilizing the course website: <http://www.ccl.org/leadership/forms/programs/tuitionDatesListing.aspx?pagelid=1225>.
- LAP will provide registration confirmation and all pre-course work required via a separate web link.
- Pre-course work consists of surveys, forms and questionnaires that participants are required to complete once registered.
- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

6. Requirements and Information. Individual executive coach assigned.

Leading Innovation (LI)
formerly Executive Business Course II (EBC II)

MCTFS Code: KGE

1. General. Open to Brigadier Generals (including selects) through Major Generals and all Senior Executive Service (SES) members. This 1-week seminar is held twice per year at the Naval Postgraduate School (NPS), Monterey, CA. The 'Leading Innovation' (LI) seminar is designed to provide leaders with both the skill set and the mindset to understand the critical nature of innovation as it relates to organizational success. The program focuses on building and sustaining an innovative organization that produces measurable results in a business and organizational context. The LI Course delves into the practice of innovation through case studies, small-team exercises, and interactive class discussions. Participants will be challenged to broaden their thinking process through exposure to new ideas and thoughtful examination of their own roles as "leaders of innovation". Academic experts are joined by senior executives from both the Navy and the private sector to provide participants with a range of perspectives through which course objectives are addressed.

2. Course Point of Contact.

LT Deanne McPherson

Registrar

Navy Executive Development Program

2 Navy Annex, Room 2057

Washington, DC 20370

Ms. Betty Fisher

Executive Personnel Division

Office of Civilian Human Resources

614 Sicard Street SE, Building 201

Washington DC 20374-5071

Commercial Phone: (703) 695-4989

(202) 685-6667

Fax: (703) 695-5787

DSN Phone: None

325-6667

E-Mail: deanne.mcpherson@navy.mil

betty.fisher@navy.mil

Web Address: http://nedp.nps.navy.mil/home/pages/course_description_li.php

3. Course Objectives.

- Apply critical and strategic thinking skills
- Understand the linkage between strategic thinking and tactical action as it relates to 'business decisions'
- Analyze non-traditional executive business options
- Understand how to create a learning environment that emphasizes success through creativity and proactive leader action

4. Course Supported Competencies.

a. General Officer:

Leading Organizations and People

Ethical Leadership
Developing Others
Taking Care of People
Inspiring and Transforming
Resource Stewardship
Establishing a Culture of Accountability

Visioning and Strategic Thinking

Visioning
Strategic Planning
Anticipating 2nd and 3rd Order Effects
Adaptability
Sound Judgment
Managing Information

Fostering Collaborative Relationships

Building Teams
Building Coalitions
Negotiating
Building Trust
Tailoring Communication
Providing Direction and Delegating
Active Listening

b. Senior Executive Service:

Leading Change

Creativity and Innovation
External Awareness
Flexibility
Strategic Thinking
Vision

Results Driven

Decisiveness
Entrepreneurship
Problem Solving
Technical Credibility

Building Coalitions

Partnering
Political Savvy
Influencing/Negotiating

Leading People

Developing Others
Team Building

Business Acumen

Financial Management
Human Capital Management
Technology Management

5. Administrative Tasks.

a. General. Course location is the Naval Postgraduate School (NPS), Monterey, CA. SLDP funds for 4 seats annually (1 GO and 1 SES *per course*, 2 courses annually). Tuition \$2,360.00 per general officer, \$0.00 per SES member, and all associated TAD cost (for both).

b. LLI Tasks.

- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Create and submit SF 182 for tuition payment to the LLI Support Branch for action.
- Send participants biographies to course point of contact.
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

6. Requirements and Information.

- None.

Logitech Executive Course (LEC)
Program for Executives in Logistics Technology

MCTFS Code: KGT

1. General. *Listed within SLDP for reference only, for information regarding LEC contact the Operations Chief, Marine Corps Service Support Systems (MCSSS) at (910) 450-1041.* Open to Brigadier Generals through Lieutenant Generals and Senior Executive Service members. This 1-week course is held 3 times per year at the Department of Defense Center of Excellence in Logistics and Technology, University of North Carolina – Chapel Hill, Kenan-Flagler Business School. The program focuses on facilitating the transformation of logistics in the Department of Defense with topics focusing on facilitating global enterprise logistics, alliances, change management, risk management and enabling technologies.

The Center of Excellence in Logistics & Technology enables and energizes participants to improve current operations and accelerate adoption of future logistics capabilities throughout their organizations.

2. Course Point of Contact.

Ms. Jodi Deagostino

Director of Program Operations
Kenan-Flagler Business School
University of North Carolina
P.O. Box 1251
Chapel Hill, NC 27514

Commercial Phone: (919) 969-8078

Fax: (919) 969-6792

E-Mail: deagostino@fttc.org

Web Address: <http://logtech.org/>

MGySgt Steven L. Williams

Program Manager
MC Service Support Systems (MCSSS)
Building M-131
Camp Johnson,
Jacksonville, NC 28152

(910) 450-1041

steven.williams@usmc.mil

3. Course Objectives.

- Emerging information technology innovations that are driving logistics practices and organizational performance
- Integration of information and decision-support systems in logistics and the management of the supply chain
- Demand uncertainty, improved forecasting, and new responsive manufacturing practices
- Technology and organization innovation (smart supply chains)
- Performance-Based Logistics (PBL)
- The impact of disruptive innovations, technology convergence, and standard-setting for various technology protocols on global logistics, and the nature of competition and cooperation among key players
- Transforming organizations for joint operability and synergistic interplay of systems, strategies, structures, and organizational culture

4. Course Supported Competencies.

a. General Officer:

<u>Leading Organizations and People</u>	<u>Visioning and Strategic Thinking</u>	<u>Global and Cultural Astuteness</u>
Inspiring and Transforming	Strategic Planning	Cross-Cultural Savvy
Resource Stewardship	Anticipating 2 nd and 3 rd Order Effects	
	Adaptability	
	Sound Judgment	
	Managing Information	

b. Senior Executive Service:

<u>Leading Change</u>	<u>Results Driven</u>	<u>Building Coalitions</u>
Strategic Thinking	Decisiveness	Partnering
Vision	Entrepreneurship	Political Savvy
<u>Leading People</u>	Problem Solving	Influencing/Negotiating
Developing Others	Technical Credibility	<u>Business Acumen</u>
Team Building		Technology Management

5. Administrative Tasks. None. Coordination for this course is the responsibility of the School of MAGTF Logistics (SOML).

6. Requirements and Information. Contact the School of MAGTF Logistics for information.

NATO General, Flag Officers and Ambassadors Course (NGFOAC)

MCTFS Code: KG7

1. General. Open to Brigadier General through General and Senior Executive Service members. This 1-week course is held semi-annually in Rome, Italy. This course is designed to enhance individual understanding on current politico-military affairs by familiarizing selected general/flag officers with current and prospective issues facing the alliance and to examine NATO's role in co-operation in the European Security field. GFOAC seeks to enhance mutual understanding of security concerns and of NATO's interests and capabilities among General and Flag Officers and high-ranking civilians including ambassadors from NATO, PFP, and Mediterranean Dialogue countries. It also provides opportunities for networking among one- to three-star officers and civilians of equivalent rank. Also addressed are issues relating to security and stability in the Mediterranean region.

2. Course Point of Contact.

Colonel Joseph Wiley, USAF
GFOAC Coordinator
NATO Defense College
PSC 833, Box 48
FPO AE 09624
Rome Italy

Alternate: Colonel Sandra Guptill, USMC

Commercial Phone: 39-06-50 525 ext. 242
Fax: 39 06 50 525 246/274
E-Mail: j.wiley@ndc.nato.int

00 39 06 505 25 264
None
s.guptill@ndc.nato.int

Web Address: <http://www.ndc.nato.int/courses/gfoc.html>

3. Course Objectives. Pending.

4. Course Supported Competencies.

a. General Officer:

Visioning and Strategic Thinking

Visioning
Strategic Planning
Anticipating 2nd and 3rd Order Effects
Adaptability
Sound Judgment
Managing Information

Global and Cultural Astuteness

Global Awareness

b. Senior Executive Service:

Leading Change

External Awareness
Strategic Thinking
Vision

Results Driven

Decisiveness
Problem Solving

Building Coalitions

Political Savvy

5. Administrative Tasks.

a. General. Course location is the NATO Defense College, Rome, Italy. SLDP funds for 1 seat annually, spouse may attend the Spouses' Workshop with the approval of the Assistant Commandant of the Marine Corps (ACMC). No tuition required. SLDP pays all associated TAD costs to include spouses travel if approved.

b. LLI Tasks.

- Collect schedule/itinerary from course POC (for spouses).
- Send sample Spousal Travel Request letter to participant for ACMC approval.
- Collect ACMC approval from participant authorizing Spousal Travel.
- Send and receive completed TAD Worksheets to/from participants.
- Forward TAD Worksheets to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Send participants biographies to course point of contact.
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- Complete and submit to the ACMC the Spousal Travel Request letter (sample provided).
- Forward to LLI a copy of the approved ACMC Spousal Travel Authorization letter.
- Complete the issued TAD Worksheets and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

6. Requirements and Information. Spousal Travel Authorization Request Letter and approval of the ACMC required for spouses participation.

Pinnacle

MCTFS Code: KGN

1. General. Open to Lieutenant Generals through Generals. This 1-week program is held twice per year at the Joint Warfighting Center, Suffolk, VA and the National Defense University (NDU), Ft McNair, Washington DC. PINNACLE is designed to help prepare prospective joint/combined force commanders to lead joint and combined forces. It builds upon CAPSTONE and the Joint Flag Officer Warfighting Course (JFOWC). The course is conducted through classroom interactive seminars guided by retired three and four-star and equivalent interagency senior mentors reinforced by video teleconferences with commanders in the field and high-level guest speakers.

a. Attendance: Lieutenant Generals through Generals. Quotas are controlled through the Joint Staff through a tier system:

Tier 1: ComMarForLant, ComMarForPac, MEF Commanders should attend as nominated for billet.

Tier 2: Joint Warfighting billets, DC PP&O should attend during assignment.

Tier 3: All other USMC Lieutenant Generals on space available basis.

10 uniformed attendees.

2 civilian (interagency) attendees.

2. Course Point of Contact.

Mr. Roy Austin

National Defense University
Abraham Lincoln Hall
260 5th Avenue, SW, Building 64, Suite 3501
Washington, DC 20319-5066

Commercial Phone: (202) 685-4250/4260

Defense Switched Network (DSN) Phone: 325-4250

Fax: (202) 685-4256

E-Mail: austinr4@ndu.edu

Course Web Address: <http://www.ndu.edu/pinnacle>

3. Course Objectives.

- The Joint/Combined Force Environment
- Building the Joint/Combined Force
- Commanding the Joint/Combined Force
- The Joint/Combined Force Commander and the Inter-Agency, National Command Authority, the National Military Strategy, and the Congress

4. Course Supported Competencies.

a. General Officer:

Joint Warfighter

Optimizing Joint Capability
Applying Operational and Strategic Art
Joint Perspective

Leading Organizations and People

Inspiring and Transforming
Resource Stewardship

Visioning and Strategic Thinking

Visioning
Strategic Planning
Anticipating 2nd & 3rd Order Effects
Adaptability
Sound Judgment
Managing Information

Global and Cultural Astuteness

Cross-Cultural Savvy
Tailoring Communication
Adapting Communication

b. Senior Executive Service: None.

5. Administrative Tasks.

a. General. Course location is the Joint Warfighting Center, Suffolk, VA and National Defense University, Washington, DC. Quota of 2 annually. Quotas are controlled through the Joint Staff through a tier system. Course is fully funded by National Defense University. No cost are incurred by SLDP.

b. LLI Tasks.

- Send and receive completed Course Registration Datasheet to/from participant.
- Send completed Course Registration Datasheet and biography to course POC.
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- Complete and return Course Registration Datasheet.

6. Requirements and Information.

- Builds upon Capstone and the Joint Flag Officers Warfighting Course (JFOWC).
- 4-days at the Joint Warfighting Center.
- 1.5-days at National Defense University.

Pinnacle – United Kingdom



MCTFS Code: RFQ

1. General. Open to Major Generals through Generals. This 1-week program is held once per year at the Permanent Joint Headquarters (PJHQ), Northwood in Middlesex England. The aim of UK PINNACLE is to inform and update senior officers and officials on strategic issues that bear upon the security of the UK and its principal allies within the next 5 years and to address the strategic aspects of campaigns.

The course is designed to guide personal preparation for 2/3 Star level appointments through the provision of context provided by high-level guest speakers. Dynamics and value are added by the interactions and discussions of course Fellows. The course is conducted at the strategic level to inform and update carefully selected senior officers and officials from across the Government on issues that impact upon the security of the UK and its principal Allies. The intention is to stimulate discussion and debate not to replicate academic study; the Chatham House Rule will apply throughout.

2. Course Point of Contact.

Lt Cdr Phillip Palmer
PJHQ J7 SO2 Joint Force Training
Chief of Joint Operations
Permanent Joint Headquarters
Sandy Lane
NORTHWOOD
Middlesex
HA6 3HP

Tel: +44 (0) 1923 9- 55736

E-Mail: phillip.palmer561@mod.uk
PJHQ-J7-JFTrg-SO2@mod.uk

3. Course Objectives.

- To provide senior officers (2-3 Star) and their counterparts from Partners Across Government with an opportunity to consider the strategic issues that will determine the security of the UK and its principal allies in the next 5 years.
- To consider lessons identified from operational theatres, wherever possible, by direct interaction with current operational commanders.
- To promote and facilitate the understanding and practice of the Comprehensive Approach, including greater knowledge of the workings of other government departments.
- To provide insight into the strategic and operational contexts in which future crises may occur.
- To promote efficient working relationships between senior officers and partner officials.

4. Course Supported Competencies.

a. General Officer:

Joint Warfighter

Optimizing Joint Capability
Applying Operational and Strategic Art
Joint Perspective

Leading Organizations and People

Inspiring and Transforming
Resource Stewardship

Visioning and Strategic Thinking

Visioning
Strategic Planning
Anticipating 2nd & 3rd Order Effects
Adaptability
Sound Judgment
Managing Information

Global and Cultural Astuteness

Cross-Cultural Savvy
Tailoring Communication
Adapting Communication

b. Senior Executive Service: None.

5. Administrative Tasks.

a. General. Course location is the Permanent Joint Headquarters (PJHQ), Northwood in Middlesex England. Quota of 1 annually. The course will undertake a 1-day visit to the Ministry of Defense in London to meet senior politicians/military leaders. Daily accommodation and food costs are borne by PJHQ. SLDP provides all associated TAD costs.

b. LLI Tasks.

- Send and receive completed Course Registration Datasheet to/from participant.
- Send and receive completed TAD Worksheet to/from participant.
- Send completed Course Registration Datasheet and biography to course POC.
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- Complete and return Course Registration Datasheet.
- Complete and return TAD Worksheet.

6. Requirements and Information.

- Daily accommodation and food costs are borne by PJHQ.
- SLDP provides all associated TAD costs.

Seminar XXI

MCTFS Code: KED

1. General. Open to Brigadier Generals through Lieutenant Generals and Senior Executive Service members. Other attendees include military officers (senior field grade through three star), civilian employees (GS14 to SES); senior Foreign Service officers up to the rank of ambassador; and non-governmental program managers or CEOs.

Seminar XXI is a senior executive educational program designed to support National Security Objectives by broadening the understanding and critical thinking skills of participants with regard to international relations theories and their implications for politics, the economy, and society in foreign countries. The seminar explores the implications of these competing interpretations of national aims and behavior for U.S. foreign and military policy. A second principle goal of the seminar is to strengthen interagency relationships.

Emerging Global Issues and highly esteemed faculty are selected by the Program's Director and its Executive Committee for each session. The Director, Professor Robert Art, a Senior Fellow in MIT's Security Studies Program and Herter Professor of International Relations at Brandeis University, provides study materials and organizes and directs the discussions. Seminar XXI includes six evening sessions in Washington DC and three weekend seminars at Arlie House, a conference center in Warrenton, Virginia.

a. Locations.

National Press Club 529 14 th Street NW Washington, DC 20004	Cosmos Club 2121 Massachusetts Avenue, NW Washington, DC 20008	Airlie Conference Center 6809 Airlie Road Warrenton, Virginia 20187
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2. Course Point of Contact.

Ms. Tisha Gomes
MIT Seminar XXI Program
Center for International Studies, MIT
1 Amherst Street, E40-417
Cambridge, MA 02139

Major David C. Morzenti, USMC

Commercial Phone: (617) 258-6862
E-mail: tishag@MIT.EDU

(703) 784-3009
david.morzenti@usmc.mil

Course Web Address: <http://web.mit.edu/semxxi/index.html>

3. Course Objectives. Pending.

4. Course Supported Competencies.

a. General Officer:

Visioning and Strategic Thinking

Visioning
Strategic Planning
Anticipating 2nd and 3rd Order Effects
Adaptability
Sound Judgment
Managing Information

Global and Cultural Astuteness

Global Awareness
Cross-Cultural Savvy

b. Senior Executive Service:

Leading Change

External Awareness
Strategic Thinking
Vision

Results Driven

Decisiveness
Problem Solving

Building Coalitions

Political Savvy

5. Administrative Tasks.

a. General. Course locations are six evening sessions in Washington DC (the National Press Club and the Cosmos Club) and three weekend seminars at the Arlie House Conference Center in Warrenton, VA. SLDP funds for 1 seat annually. SLDP covers Tuition costs of \$9,400.00 per participant and all associated TAD cost.

b. LLI Tasks.

- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Create and submit SF 182 for tuition payment to the LLI Support Branch for action (invoice to be supplied by the course).
- Collate and send participants course registration form, sponsorship letter (utilize sample) and biography to course point of contact.
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- Complete Registration Form at: <http://web.mit.edu/semxxi/index.html>.
- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

6. Requirements and Information. Complete Course Registration Form.

Senior Executives in International and National Security Program (SEINS)

MCTFS Code: KG4

1. General. Open to Brigadier Generals through Lieutenant Generals and Senior Executive Service members. This 2-week course is offered once a year (August) at Harvard University, Cambridge, Massachusetts. This program provides a setting for senior executives to deepen their understanding of current security issues, and exercise evaluation and decision-making skills within a group of their peers. This course examines the roles of military officers, senior civilians, political appointees, Congress, the media, leaders of industry, and international organizations within the upper echelons of the national and international security community.

The Senior Executives in National and International Security (NIS) program provides a forum for senior executives to deepen their understanding of current security issues and exercise their evaluation and decision-making skills in a group of their peers, all while contributing their own ideas and perspectives. The program is a rigorous two-week session consisting of formal classes, discussion groups, interactive seminars, exercises, guest speakers, and informal conversations with faculty, colleagues, students, and staff.

2. Course Point of Contact.

Ms. Karen Murphy

John F. Kennedy School of Government
Harvard University
79 JFK Street, B-323
Cambridge, MA 02138

Commercial Phone: (617) 496-3276

E-Mail: karen_murphy@harvard.edu

Course Web Address: <http://ksgexecprogram.harvard.edu/app/nis.pdf>

3. Course Objectives.

- Analyze the development of US security policy
- Comprehend global economic forces and how these forces impact the US economy
- Analyze regional security issues and their impact on US foreign policy
- Enhance negotiation skills
- Apply business skills to current DOD issues

4. Course Supported Competencies.

a. General Officer:

Leading Organizations and People

Ethical Leadership
Resource Stewardship

Visioning and Strategic Thinking

Visioning
Strategic Planning
Anticipating 2nd and 3rd Order Effects
Sound Judgment
Managing Information

Fostering Collaborative Relationships

Building Coalitions
Building Trust

Global and Cultural Astuteness

Global Awareness
Cross-Cultural Savvy
Tailoring Communication
Adapting Communication

b. Senior Executive Service:

Leading Change

External Awareness
Strategic Thinking
Vision

Results Driven

Decisiveness
Entrepreneurship
Problem Solving
Technical Credibility

Building Coalitions

Partnering
Political Savvy
Influencing/Negotiating

5. Administrative Tasks.

a. General. Course location is Harvard, MA. SLDP funds for 3 seats annually. SLDP pays tuition (currently \$9,500.00 per participant) and all associated TAD costs.

b. LLI Tasks.

- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Create and submit SF 182 for pre-funding payment to the LLI Support Branch for action.
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

6. Requirements and Information.

- Rigorous two weeks of formal classes, discussion groups, interactive seminars, exercises, guest speakers, and informal conversations.
- All class members are expected to be free of official duties while in attendance.
- Tuition costs cover room, course materials and board.

Senior International Defense Management Course (SIDMC)

MCTFS Code: KEF

1. General. Open to Brigadier General through Major Generals this four-week course is offered via a service rotational basis with Marine Corps participation scheduled for 2011. This course, offered through the Defense Resource Management Institute (DRMI), Naval Postgraduate School in Monterey, CA. enables participants to evaluate relationships between national security strategy and objectives with competing programs in an environment of limited resources. The course further provides exceptional opportunities for networking with peers from international partner nations.

2. Course Point of Contact.

Dr. Anke Richter

Associate Professor
Defense Resources Management Institute
Naval Postgraduate School
699 Dyer Road, Building 234
Monterey, CA 93943

Mr. Luis Morales

Commercial Phone: (831) 656-2104
DSN Phone: None
E-Mail: arichter@nps.edu
DrmiAdmin@nps.edu

(831) 656-3669
756-3669
lmorales@nps.edu

Course Web Address: <http://www.nps.edu/drmi/subPages/residentCourseOverview.html#SIDMC>

3. Course Objectives.

Participants will be able to clearly define and evaluate the relationship among national security objectives, defense strategies, program alternatives/capabilities, and their budgetary resource requirements. They will be able to plan for the broadest set of security requirements and will be capable of contributing to the capacity building of their national military and security forces.

4. Course Supported Competencies.

a. General Officer:

Leading Organizations and People
Ethical Leadership
Resource Stewardship

Visioning and Strategic Thinking
Visioning
Strategic Planning
Anticipating 2nd and 3rd Order Effects
Sound Judgment
Managing Information

Fostering Collaborative Relationships
Building Coalitions
Building Trust
Global and Cultural Astuteness
Global Awareness
Cross-Cultural Savvy

b. Senior Executive Service: None.

5. Administrative Tasks.

a. General. Course location is Naval Postgraduate School, Monterey, CA. SLDP funds for 1 seat on a service rotational basis. Marine Corps participation scheduled to start in 2011. No tuition, SLDP pays all associated TAD cost.

b. LLI Tasks.

- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

6. Requirements and Information. None.

Senior Joint Information Operations Applications Course (SJIOAC)

MCTFS Code: KGZ

1. General. Open to active duty Brigadier Generals through Major Generals and Senior Executive Service members. A desired mix of 2 U.S. Army general officers, 2 U.S. Navy flag officers, 2 U.S. Marine Corps general officers, 12 U.S. Air Force (10 general officers and 2 SES members) and 1 Washington Headquarters Service civilian. This 1-week course is held twice per year at CADRE, Maxwell AFB, Alabama. SJIOAC is designed to prepare one- and two-stars (or selects) and senior executive service member equivalents for leadership responsibilities in the planning and execution of information operations from CONUS and deployed sites. All military services send participants to this course.

2. Course Point of Contact.

Ms. Lorraine B. Harris

Course Manager

LeMay Center for Doctrine Development and Education

401 Chennault Circle

Maxwell Air Force Base, AL 36112-6428

Commercial Phone: (334) 953-5101

Defense Switched Network (DSN) Phone: 493-5101

Fax: (334) 953-7639

E-Mail: Lorraine.Harris@maxwell.af.mil

Course Web Address: http://www.au.af.mil/au/cf/au_catalog_1999_2000/catalog2000_33_warfare_studies.html

3. Course Objectives.

Participants will be able to clearly define and evaluate the relationship among national security objectives, defense strategies, program alternatives/capabilities, and their budgetary resource requirements. They will be able to plan for the broadest set of security requirements and will be capable of contributing to the capacity building of their national military and security forces.

4. Course Supported Competencies.

a. General Officer:

Leading Organizations and People

Ethical Leadership

Resource Stewardship

Visioning and Strategic Thinking

Visioning

Strategic Planning

Anticipating 2nd and 3rd Order Effects

Sound Judgment

Managing Information

Fostering Collaborative Relationships

Building Coalitions

Building Trust

Global and Cultural Astuteness

Global Awareness

Cross-Cultural Savvy

Tailoring Communication

Adapting Communication

b. Senior Executive Service:

Leading Change

Creativity and Innovation
External Awareness
Flexibility
Strategic Thinking
Vision

Leading People

Team Building
Results Driven
Decisiveness
Entrepreneurship
Problem Solving
Technical Credibility

Business Acumen

Technology Management
Building Coalitions
Partnering

5. Administrative Tasks.

a. General. Course location is Maxwell Air Force Base, AL. Quota of 4 annually (2 per class). No tuition costs, SLDP pays all associated TAD costs.

b. LLI Tasks.

- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- *Submit SF 86 Questionnaire for National Security Positions to Air University Program Security Officers no later than 30 days prior to course start date.*
- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

6. Requirements and Information.

- **New Requirement!** SF 86 Questionnaire for National Security Positions MUST be submitted Air University Program Security Officers, NLT 30 business days prior to course start date!
- **RENTAL CAR AUTHORIZATION DISCOURAGED.** Ground transportation is readily available for arrival and departure of attendees. A continuous shuttle service between lodging and course location is provided. Parking space is limited, use of the daily shuttle is recommended.
- Single refreshment fee collected at the start of the course. All other charges (reception, working lunches and dinners, quarters, phone calls are consolidated into a single bill paid to the AFDDEC/WEF Protocol Office. Government Travel Credit Card is utilized to pay these fees.

Strategic Thinking (ST)
formerly Executive Business Course (EBC)

MCTFS Code: KG3

1. General. Open to all Supporting Establishment Brigadier General through Major General Officers and all Senior Executive Service (SES) members. Priority is given to Supporting Establishment Commanders. This intensive, 1-week program is designed to provide senior executives (uniformed and civilian) with the skills needed to successfully navigate the complex policy, strategy, and execution issues confronting them at both the command and Enterprise levels. ST provides a collaborative environment for participants to examine a wide range of issues and learn new skills in topics ranging from innovation, business transformation and financial management to diversity, information technology and strategic planning. Academic experts are joined by senior executives from both the Navy and the private sector to provide participants with a range of perspectives through which course objectives are addressed.

ST brings participants together with the Navy's most senior leaders for opportunities to discuss policy and strategy issues that impact their commands. Private sector executives and prominent thought leaders share their insights on established and emerging business trends and best practices that may have application in participants' organizations.

The course is conducted at the Darden School of Business, University of Virginia, Charlottesville, VA.

2. Course Point of Contact:

LT Deanne McPherson
Registrar
Navy Executive Development Program
2 Navy Annex, Room 2057
Washington, DC 20370

Ms. Betty Fisher
Executive Personnel Division
Office of Civilian Human Resources
614 Sicard Street SE, Building 201
Washington DC 20374-5071

Commercial Phone: (703) 695-4989
Fax: (703) 695-5787
DSN Phone: None
E-Mail: deanne.mcpherson@navy.mil

(202) 685-6667
325-6667
betty.fisher@navy.mil

Web Address: http://nedp.nps.navy.mil/home/pages/course_description_li.php

3. Course Objectives.

- Apply critical and strategic thinking skills
- Understand the linkage between strategic thinking and tactical action as it relates to 'business decisions'
- Analyze non-traditional executive business options
- Understand how to create a learning environment that emphasizes success through creativity and proactive leader action

4. Course Supported Competencies.

a. General Officer:

Leading Organizations and People

Developing Others
Inspiring and Transforming
Resource Stewardship

Visioning and Strategic Thinking

Visioning
Strategic Planning
Anticipating 2nd and 3rd Order Effects
Adaptability
Sound Judgment
Managing Information

b. Senior Executive Service:

Leading Change

Creativity and Innovation
External Awareness
Strategic Thinking
Vision

Leading People

Developing Others
Results Driven
Decisiveness
Entrepreneurship
Problem Solving

Business Acumen

Human Capital Management
Technology Management
Building Coalitions
Influencing/Negotiating

5. Administrative Tasks.

a. General. Course location is the Darden School of Business, University of Virginia, Charlottesville, VA. SLDP funds for 9 seats annually (1 SES and 2 GO *per course*, 3 courses per year). SLDP covers tuition costs of \$4,252.00 per general officer, \$0.00 per SES member, and associated TAD cost.

b. LLI Tasks.

- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Create and submit SF 182 for tuition payment to the LLI Support Branch for action.
- Send participants biographies to course point of contact.
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

6. Requirements and Information.

- Rooms are reserved at the Inn at Darden at the standard GSA rate.
- Meals are included within tuition.
- Dress is business casual. PT gear is recommended as there are optional group and individual fitness sessions available.

Transnational Security Cooperation (TSC) Senior Executive Course

MCTFS Code: KEJ

1. General. Open to Brigadier Generals through Generals and Senior Executive Service members, the TSCSEC is a 1-week course held three times per year at the Asia Pacific Center for Security Studies, Honolulu, Hawaii. Patterned after the George C. Marshall Center for Security Studies, the TSCSEC is an intensive program for current leaders on the upward track for positions of significant national and possibly international responsibility. The curriculum emphasizes the impact of change in the region, as well as capacities - leader and institutional - to manage change. The course integrates a challenging program of guest speakers, along with interactive seminar workshop dialogues and action-planning.

Course attendees join an expanded network of contacts among regional security practitioners that include their fellow classmates and APCSS faculty, as well as a regional “community of expertise” via a dedicated web portal used by APCSS alumni and others.

2. Course Point of Contact.

Major Daniel E. Hall, USAF

Registrar

2058 Maluhia Road

Honolulu, HI 96815

Commercial Phone: (808) 971-4059

Defense Switched Network (DSN) Phone: 325-6667

Fax: (808) 971-8920

E-Mail: craigheadm@apcss.org

Web Address: <http://www.apcss.org>

3. Course Objectives. To achieve the course purpose stated above, the SEC has specific educational objectives in three areas:

- Enhance Senior Fellow knowledge.
- Improve Senior Fellow leader and collaborative skills.
- Expand Senior Fellow security-practitioner networks. Primary venue is moderated discussions following short topical presentations and security issues updates. A table-top exercise during the course encourages consideration of practical application of concepts presented during plenary lectures.

4. Course Supported Competencies.

a. General Officer:

Joint Warfighter Joint Perspective Leading Organizations and People Resource Stewardship	Visioning and Strategic Thinking Visioning Strategic Planning Anticipating 2 nd and 3 rd Order Effects Adaptability Sound Judgment Managing Information	Fostering Collaborative Relationships Building Coalitions Negotiating Global and Cultural Astuteness Global Awareness Cross-Cultural Savvy Tailoring Communication Provide Direction and Delegating Active Listening
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b. Senior Executive Service:

Leading Change Creativity and Innovation External Awareness Flexibility Strategic Thinking Vision	Results Driven Decisiveness Entrepreneurship Problem Solving Business Acumen Human Capital Management	Building Coalitions Partnering Political Savvy Influencing/Negotiating
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5. Administrative Tasks.

a. General. Course location is Honolulu, Hawaii. SLDP funds for 1 seat annually. No tuition required, SLDP provides funding for all associated TAD costs (travel, meals, and per diem).

b. LLI Tasks.

- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Complete the Senior Executive Registration / Biographic Data Form located on the course webpage at: <http://www.apcss.org/graphics/index.htm>.

6. Requirements and Information. Senior Executive Registration / Biographic Data Form is located on the course webpage at: <http://www.apcss.org/graphics/index.htm>.

U.S. – South Asia Leader Engagement Program (USSALEP)

MCTFS Code: KEK

1. General. Open to Brigadier Generals through Generals and Senior Executive Service members. This 2-week program is held once per year at Harvard's John F. Kennedy School of Government in Cambridge, MA and the Near East South Asia Center for Strategic Studies in Washington, DC. Participants will consist of approximately equal numbers of leading professionals from India, Pakistan, and Afghanistan and a lesser number from the United States. The majority of the invitees will be former high ranking public servants from the military and government and a select group of academics, think tank representatives and NGOs. Many participants will be former ambassadors, military general officers, and leading academics.

2. Course Point of Contact.

Ms. Karen Murphy

John F. Kennedy School of Government
Harvard University
79 JFK Street, B-323
Cambridge, MA 02138

NESA Center for Strategic Studies
2100 2nd Street SW,
Suite 4308
Washington, DC 20593

Commercial Phone: (617) 496-3276
Defense Switched Network (DSN) Phone: None
E-Mail: karen_murphy@harvard.edu

3. Course Objectives.

- Provide dialog among professionals concerned with the security of South Asia.
- Enhance stability by broadening the understanding of strategic perspectives.
- Hone policy-making skills.
- Develop and deepen relationships.

4. Course Supported Competencies.

a. General Officer:

Joint Warfighter

Applying Operational and Strategic Art
Visioning and Strategic Thinking
Visioning
Strategic Planning
Sound Judgment

Fostering Collaborative Relationships

Building Coalitions
Building Trust

Global and Cultural Astuteness

Global Awareness
Cross-Cultural Savvy
Tailoring Communication
Adapting Communication

b. Senior Executive Service:

Leading Change

External Awareness
Strategic Thinking
Vision

Results Driven

Decisiveness
Entrepreneurship
Problem Solving

Building Coalitions

Partnering
Political Savvy
Influencing/Negotiating

5. Administrative Tasks.

a. General. Course location is Harvard, MA. SLDP funds for 1 seat annually. No tuition required, SLDP covers all associated TAD costs. Lodging, meals and administrative fees are paid via the participants Government Travel Credit Card through DTS utilizing the SLDP accounting code.

b. LLI Tasks.

- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- *Ensure attendees have a Government Travel Credit Card for use of payment of lodging, meals, and administrative fees to Harvard.*
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Utilize Government Travel Credit Card to pay Harvard's lodging, meals, and administrative fees. Such charges usually run approximately \$1,500.00 and will be reflected during the TAD settlement process.

6. Requirements and Information. This is a 10-day course; registration begins on Sunday at Harvard's John F. Kennedy School of Government in Cambridge, MA. The final two-days are held at the Near East South Asia Center for Strategic Studies in Washington, DC. Attendees utilize their Government Travel Card to pay Harvard's lodging, meals, and administrative fees. Such charges usually run approximately \$1,500.00 and will be reflected during the TAD settlement process.

- Billeting, meals and local transportation arranged by the Kennedy School.
- Completion certificate awarded.

U.S. – Russia Security Program (USRSP)
(National Security Program for Russian General Officers)

MCTFS Code: KDW

1. General. Open to Brigadier Generals through Generals and Senior Executive Service members. This 1-week program is held once per year at Harvard's John F. Kennedy School of Government in Cambridge, MA. The program provides a setting for senior civilian executives, senior U.S. and Russian military officers to discuss national security issues. It focuses on gaining a deeper understanding of both Russian and U.S. worldviews through open discussion of global and regional security issues, defense organization and military reform. Participants include flag and general officers and senior civilian executives in government and their Russian counterparts.

The US-Russia Security Program began in 1991 to provide Russian general officers a neutral environment for the discussion of security issues and to encourage the kind of free thinking inherent in the American democratic system. With the addition of American counterparts in 1997, the program acquired new meaning, becoming a unique forum for open communication between the Russian and American militaries. The program was further modified in 2002 to recognize the contribution of senior civilians in defense and defense-related establishments. Since that time, select senior civilians with security-related functions have participated. The most recent addition to the program is an annual workshop in Moscow that brings together Russian and American program alumni with academic specialists, current military leaders, and senior government officials.

2. Course Point of Contact.

Ms. Karen Murphy
John F. Kennedy School of Government
Harvard University
79 JFK Street, B-323
Cambridge, MA 02138

Commercial Phone: (617) 496-3276
E-Mail: karen_murphy@harvard.edu

Course Web Address: <http://www.harvard-rgp.org/rgp/about>

3. Course Objectives.

- Deepen the understanding of global and regional security issues, defense organization, military reform and restructuring
- Explore specific ways to cooperate on issues of vital interest to both countries
- Engage the Russian senior officials in a free flow of ideas inherent in the pluralistic American system
- Promote critical thinking across the entire spectrum of subject matter
- Provide environment for casual interaction between US and Russian senior defense officials

4. Supported Competencies.

a. General Officer:

Joint Warfighter

Applying Operational and Strategic Art
Visioning and Strategic Thinking
Visioning
Strategic Planning
Sound Judgment

Fostering Collaborative Relationships

Building Coalitions
Building Trust

Global and Cultural Astuteness

Global Awareness
Cross-Cultural Savvy
Tailoring Communication
Adapting Communication

b. Senior Executive Service:

Leading Change

External Awareness
Strategic Thinking
Vision

Results Driven

Decisiveness
Entrepreneurship
Problem Solving

Building Coalitions

Partnering
Political Savvy
Influencing/Negotiating

5. Administrative Tasks.

a. General. Course location is Harvard, MA. SLDP funds for 2 seats annually. SLDP covers TAD costs, no tuition required. Lodging, meals and administrative fees paid via the attendee's Government Travel Credit Card through DTS utilizing the SLDP accounting code.

b. LLI Tasks.

- Send and receive completed TAD Worksheet to/from participant.
- Forward TAD Worksheet to LLI Support Branch for access to SLDP cross-organizational Line of Accounting (LOA).
- *Ensure attendees have a Government Travel Credit Card for use of payment of lodging, meals, and administrative fees to Harvard.*
- Forward SLDP LOA to participant for use within the Defense Travel System (DTS).
- Update and track within SLDP academic schedule.

c. Participant Tasks. Once selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Utilize Government Travel Credit Card to pay Harvard's lodging, meals, and administrative fees. Such charges usually run approximately \$1,500.00 and will be reflected during the TAD settlement process.

6. Requirements and Information.

- Billeting, meals and local transportation arranged by the Kennedy School.
- Delegates visit Brussels for briefing at NATO and SHAPE headquarters.
- Pentagon briefing and military installation visit at the conclusion of the seminar.
- Completion certificate awarded.

Appendix A

Suggested General Officer Competencies

Competency	Sub Competency	Definition
Joint Warfighter	Optimizing Joint Capability	Considers and applies capabilities of each service, agency, and entity in a manner that optimizes joint capability, interoperability, and interdependence; may include evolutionary and revolutionary application of capabilities to support the success of integrated operations across a range of missions.
	Applying Operational and Strategic Art	Understands and applies operational and strategic art of joint warfare and peacekeeping; demonstrates expertise in integrating and leveraging service and joint doctrine, concepts, and capabilities within an effects-based approach to joint warfare; demonstrates a broad understanding of battle command systems and their inter-relationships.
	Joint Perspective	Maximizes joint capabilities by maintaining an understanding and awareness of service centric biases and tendencies (in self and others) that may affect mission success; applies wisdom to eliminate negative biases and tendencies, such as careerism and service parochialism, at the individual and organizational levels.
Leading Organizations and People	Moral Courage	Demonstrates selflessness of action by doing the right thing regardless of personal and professional consequences.
	Ethical Leadership	Nurtures ethically-minded organizations through goals, actions, and referent behaviors that exemplify professionalism, humility, self-control, personal discipline, and values (e.g., honor, courage, commitment, loyalty, and duty); promotes policies and practices that encourage and reinforce ethical behavior.
	Developing Others	Facilitates an environment that motivates others towards success, provides continuous feedback and mentorship; identifies developmental needs, and responds by providing opportunities and time to address those needs through coaching, mentoring, delegating, and training and development.
	Taking Care of People	Crafts policies and allocates resources that guide organizations to attend to the physical, mental, and ethical well-being of organizational members; fosters an organization that protects subordinates from ethical and legal jeopardy and minimizes physical/personal risk, emotional stress and trauma.
	Inspiring and Transforming	Inspires others to transcend their own self interests and embrace personal sacrifice and risk for the good of the mission and organization; empowers others and guides them in direction of goals; trusts subordinates to carry out intent; responds openly and honestly to inquiries regarding decisions and performance and maintains congruence between stated intentions and actions to elicit trust and ensure consistency of actions.
	Resource Stewardship	Acquires and administers human, financial, material, and information resources in a manner that instills public trust while accomplishing the DoD mission.
	Establishing a Culture of Accountability	Maintains checks and balances for self and others; assumes ownership for areas of responsibility, operations of unit, and personal mistakes; addresses poor performance of individuals and organizations while avoiding a "zero-defect" mentality or displacing blame on others.
Visioning and Strategic Thinking	Visioning	Understands national-level objectives and develops strategic, operational, and organizational goals for advancing U.S. interests; applies innovative and creative solutions to make functional improvements within the bounds of reasonable risk; develops insights while exploiting rapid and persistent change.
	Strategic Planning	Articulates plans for achieving strategic goals; analyzes policy, politics, doctrine, time and national power and develops detailed, executable and forward thinking plans; establishes metrics to evaluate goal achievement.
	Anticipating 2 nd and 3 rd Order Effects	Analyzes situations critically and synthesizes patterns among diverse systems; understands concept of effects-based approaches and interdependencies and applies this understanding to enact change; gauges unintended consequences; maintains situational awareness; attends to societal and political perceptions of the military.
	Adaptability	Responds quickly, effectively, and proactively to ambiguous and emerging conditions, opportunities, and risks; includes the ability to perceive opportunities and risks before or as they emerge.
	Sound Judgment	Makes sound and well-informed decisions that involve ambiguity, risk, and uncertainty; simultaneously integrates and weighs situational constraints, risks, and rewards and the quality of information while making decisions within an optimum window of time.
	Managing Information	Identifies, evaluates, and assimilates information from among multiple streams and differentiates information according to its utility; utilizes information to adjust self, situational, or global awareness.

Appendix A

Suggested General Officer Competencies (continued)

Competency	Sub Competency	Definition
Fostering Collaborative Relationships	Building Teams	Assembles teams/staffs and makes assignments according to members' unique capabilities and perspectives; instills a group identity while fostering cohesiveness, confidence, and cooperation; encourages the expression of diverse perspectives while maintaining a unified direction and purpose.
	Building Coalitions	Creates alliances through a broad network of personal relationships that span organizational, service, agency, and national boundaries; without absolute authority, elicits consensus and commitment in achieving individual or collective goals.
	Negotiating	Identifies the interests and goals of other parties; understands the priorities and constraints of others to best position oneself, align interests, and develop a mutually beneficial solution.
	Building Trust	Maintains an awareness of the interests, goals, and values of other individuals and institutions; builds trust and commitment through actions that attend to these interests and goals.
Global and Cultural Astuteness	Global Awareness	Maintains an integrated understanding of factors (e.g., globalization, diplomacy, geography, science, health care, and local, domestic, and world politics) influencing defense, domestic, and foreign policy and the reciprocal effects of joint force actions on these factors; uses this understanding to inform visioning and strategic and operational planning.
	Cross-Cultural Savvy	Actively seeks to understand foreign cultural, religious, political, and societal norms and customs as well as norms and customs of other organizations; studies unfamiliar cultures to ascertain what they understand about us.
Life-Long Learning	Self Development	Continually increases breadth and depth of knowledge and skills (e.g., military and non-military history, economics and trade, technology, religion, culture, and foreign language) that lead to an ever-expanding foundation of individual capabilities and competence.
	Self Awareness	Conducts frequent self-assessments to identify strengths and weaknesses and comprehend their impact; understands one's identity with respect to leading organizations and people across a range of operations; actively seeks and incorporates feedback.
Tailoring Communication	Adapting Communication	Adjusts communication approach to unique operational environment and audience needs; may involve using joint language or non-military language depending upon the audience; conveys information in a clear and logical manner.
	Providing Direction and Delegating	Identifies most appropriate individuals and entities to carry out intent and articulates intent in a clear and concise manner verbally and in writing.
	Active Listening	Actively attempts to understand others' points of view; ensures that others understand messages as they were intended and solicits feedback regarding perception of messages; modifies communication in response to feedback.

Appendix B

Senior Executive Service Member Competencies

Executive Core Qualifications (ECQ's). The Executive Core Qualifications (ECQs) define the competencies needed to build a federal corporate culture that drives for results, serves customers, and builds successful teams and coalitions within and outside the organization. The Executive Core Qualifications are required for entry to the Senior Executive Service and are used by many departments and agencies in selection, performance management, and leadership development for management and executive positions.

Executive Core Qualifications:

- ECQ 1 Leading Change: This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.
- ECQ 2 Leading People: This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.
- ECQ 3 Results Driven: This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.
- ECQ 4 Business Acumen: This core qualification involves the ability to manage human, financial, and information resources strategically.
- ECQ 5 Building Coalitions: This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

Appendix B

Senior Executive Service Member Competencies

Competency	Sub Competency	Definition
Leading Change	Creativity and Innovation	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.
	External Awareness	Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
	Flexibility	Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
	Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
	Strategic Thinking	Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.
	Vision	Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.
Leading People	Conflict Management	Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
	Leveraging Diversity	Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
	Developing Others	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
	Team Building	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
Results Driven	Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
	Customer Service	Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.
	Decisiveness	Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.
	Entrepreneurship	Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.
	Problem Solving	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
	Technical Credibility	Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.
Business Acumen	Financial Management	Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.
	Human Capital Management	Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.
	Technology Management	Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.
Building Coalitions	Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
	Political Savvy	Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.
	Influencing/Negotiating	Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

Appendix C

Courses, Quotas and Seats

Course Name	Course Location	Quotas	Seats
Apex	Washington, DC	0	2
Arc of Crisis (AOC)	Washington, DC	0	1
Black Sea Security Program (BSSP)	Cambridge, MA	0	2
Capstone	Washington, DC	12	0
Capstone (Reserve)	Washington, DC	1	0
Combined/Joint Force Air Component Commander Course (C/JFACC)	Maxwell AFB, AL	4	0
Combined/Joint Force Land Component Commander Course (C/JFLCC)	Carlisle, PA	6	0
Combined/Joint Force Maritime Component Commander Course (C/JFMCC)	Hawaii/Bahrain/Italy NWC, Newport, RI	2 1	0 0
Combined/Joint Force Special Operations Component Commander Course (C/JFSOCC)	MacDill AFB, FL	1	0
Enabling Battle Command Workshop (EBCW)	Washington, DC	0	4
Joint Executive Management Program (JEM)	Washington, DC	0	1
Joint Flag Officers Warfighting Course (JFOWC)	Maxwell AFB, AL	4	0
Leadership at the Peak (LAP)	Colorado Springs, CO	0	2
Leading Innovation (LI) formerly Executive Business Course II (EBC II)	Monterey, CA	0	4
NATO General/Flag Officer and Ambassador Course (NGFOAC)	Rome, Italy	0	1
Pinnacle	Washington, DC	2	0
Seminar XXI	Washington, DC	0	1
Senior Executives in International and National Security (SEINS)	Cambridge, MA	0	1
Senior International Defense Management Course (SIDMC)	Monterey, CA	0	1
Senior Joint Information Operations Applications Course (SJIOAC)	Maxwell AFB, AL	4	0
Strategic Thinking (ST) formerly Executive Business Course (EBC)	Chapel Hill, NC	0	9
Transnational Security Cooperation Course (TSC)	Honolulu, HI	0	1
U.S. – South Asia Leader Engagement Program (USSALEP)	Cambridge, MA	0	1
U.S. – Russia Security Program (USRSP)	Cambridge, MA	0	2
Totals:		37	33
Grand Total:			70

Appendix D
Marine Corps Total Force System (MCTFS) Codes

Course Name	MCTFS Code
Apex	KG8
Arc of Crisis	KEA
Brigadier General Select Orientation Course	KGV
Black Sea Security Program	KDX
Capstone	KGW
Capstone Reserve	KGW
Combined/Joint Force Air Component Commander Course	KGJ
Combined/Joint Force Land Component Commander Course	KGK
Combined/Joint Force Maritime Component Commander Course	KGD
Combined/Joint Force Special Operations Component Commander Course	KGM
Enabling Battle Command Workshop	KDY
General Officer Warfighting Program	KGP
Joint Executive Management Program	KGQ
Joint Flag Officers Warfighting Course	KGS
Leadership at the Peak	KG9
Leading Innovation (formerly Executive Business Course II)	KGE
Logitech Executive Course	KGT
NATO General/Flag Officer & Ambassadors Course	KG7
Pinnacle	KGN
Seminar XXI	KED
Senior Executives in International & National Security Program	KG4
Senior International Defense Management Course	KEF
Senior Joint Information Operations Applications Course	KGZ
Strategic Thinking (formerly Executive Business Course)	KG3
Transnational Security Cooperation Senior Executive Course	KEJ
U.S. – South Asia Leader Engagement Program	KEK
U.S. – Russia Security Program	KDW